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General Administrative Management
Functions of South Carolina
Planning and Development Districts
Phase I



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ABSTRACT: This report contains information concerning Phase I of the General
Administrative Management Study Functions of South Carolina
Planning and Development Districts. Phase I of the Study includes -
a summary of what has been accomplished, and what will be
accomplished during Phase II.

GENERAL ADMINISTRATIVE MANAGEMENT
FUNCTIONS OF SOUTH CAROLINA
PLANNING AND DEVELOPMENT
DISTRICTS - PHASE I

Prepared by the Office of Planning, Division
of Administration, Office of the Governor

Bruce E. Bondo - Project Planner-In-Charge

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The first phase of the General Administrative Management Study Functions of South Carolina Planning and Development Districts has been completed. Phase I has involved several steps. First, a study outline was prepared. Second, a questionnaire covering the various topics of the study (organizational structure and functions, financial and personnel administration) was mailed to the ten districts on October 13, 1971. Responses were required by October 29, 1971. Third, the results were then prepared in a chart for comparing the answers to the questionnaire district-by-district. The results were also tabulated for further analysis.

The results of the study are enclosed:

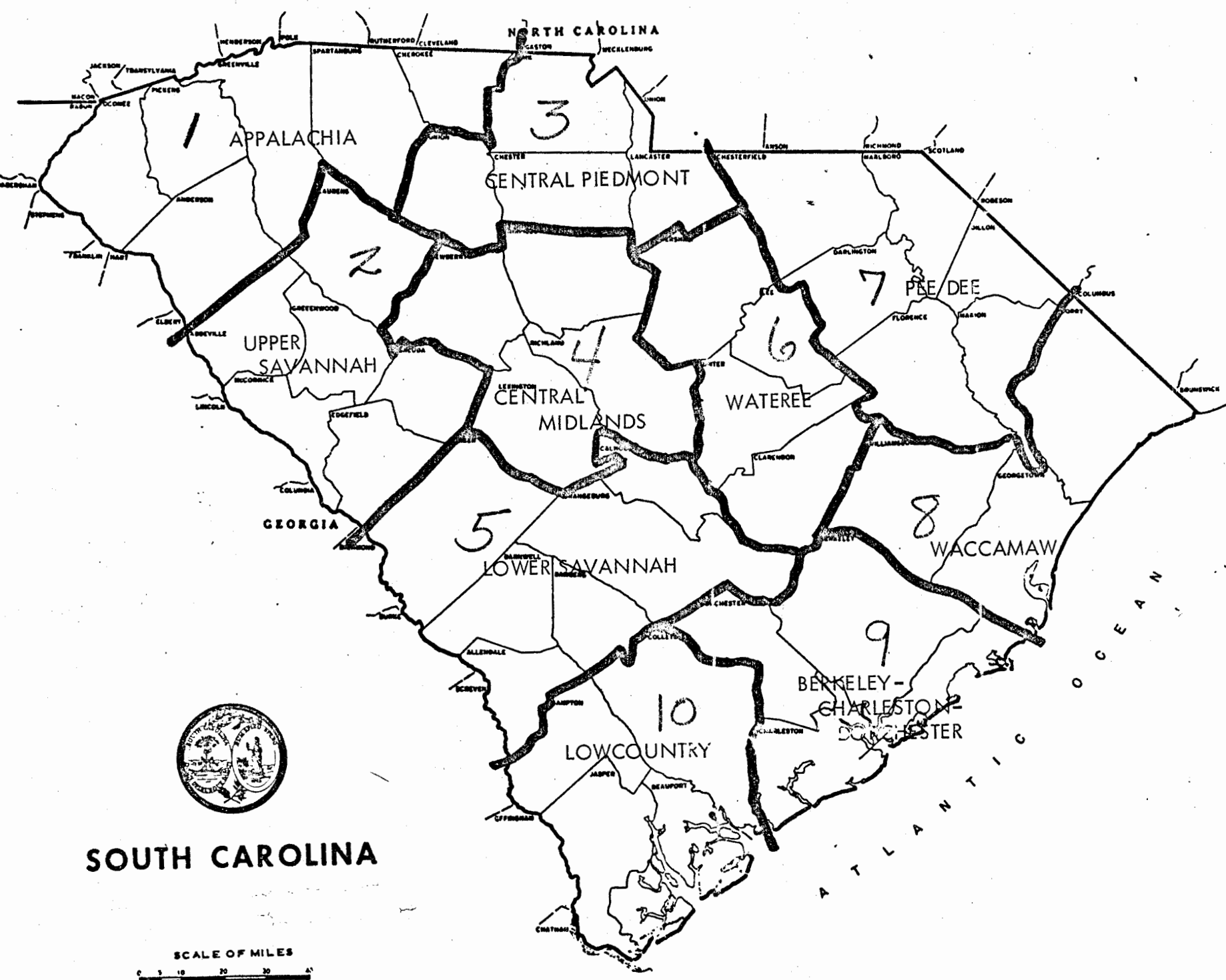
1. Map showing the ten Planning and Development Districts.
2. The outline for the Study Report.
3. The Introduction.
4. The questionnaire and tabulations.
5. The correlation of answers shown on a district-by-district basis.

The results have not been evaluated at this time because of the rapid change within the district organizations themselves. The earlier information must be made current before meaningful recommendations may be made for improved operations policies and techniques.

Phase II of the General Administrative Management Study Functions of South Carolina Planning and Development Districts will stress the following:

1. Gathering current data for evaluation, where necessary.
2. Preparing a comprehensive administrative and management guide.

3. Confronting the following issues:
 - a. Purpose and responsibilities.
 - b. Areas and services.
 - c. Manpower and Administration.
4. Addressing the above issues in terms of the following:
 - a. Defining the problems.
 - b. Considering alternative solutions.
 - c. Making specific recommendations to the solution of the problems.



SOUTH CAROLINA



GENERAL ADMINISTRATIVE MANAGEMENT FUNCTIONS OF SOUTH CAROLINA PLANNING AND DEVELOPMENT DISTRICTS

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INTRODUCTION ⁽¹⁾

PLANNING AND DEVELOPMENT DISTRICTS IN GENERAL

During the 1960-70 period, states all across the country became actively involved in processes leading to the establishment of multi-county planning and development organizations. These processes consisted of two phases in most instances: (1) the delineation of an "official" pattern of multi-county groupings either by statute or by executive order of the governor; and (2) the establishment and staffing of an organization to serve the local governments included in the official district pattern.

The establishment of sub-state planning and development districts in the various states came primarily in response to requirements and opportunities associated with the large number of Federal grant-in-aid programs which were enacted in the Sixties. Among the programs with such opportunities and requirements are those administered by such Federal agencies as the Economic Development Administration; the Appalachian Regional Commission; the Department of Housing and Urban Development; the Department of Health, Education, and Welfare; the Department of Justice; the Department of Agriculture; the Office of Economic Opportunity; the Department of Labor and the Department of Interior. Common to certain programs of each of these agencies is the emphasis on the area-wide approach to problem-solving and development.

Despite the emphasis on the area-wide approach in Federal aid programs, the problem of coordinating activities undertaken pursuant to these programs was left to the

(1) The majority of this section is taken from "White Paper on Districts", a summary report prepared by the Office of the Governor, State Planning and Grants Division, in December 1970.

states and their local governments. Almost after the fact, the national government (through President Johnson and the Bureau of the Budget) took steps to encourage the states to face up to the substantial program coordination task presented by the numerous aid programs. In effect, the opportunity was given to the states to build the needed coordination frameworks and mechanisms and the various Federal programs were directed to accept them unless a compelling case not to do so could be made.

As noted, the first and fundamental part of the responses made by many states was to settle on the geographic pattern of county groupings which could be used in the various Federal programs and which also could serve state and local government interests effectively. Arriving at such a sub-state district pattern required an understanding of how the various sub-areas of a state related physically, economically, socially and politically. It required an understanding of how local interests worked and didn't work with the interests in surrounding areas. It required insight into the local "communities of interest."

The establishment of a single, official district pattern in the several states was a beginning. At a minimum, it meant that the various Federally-aided programs would be undertaken on a consistent geographic basis. It meant that a single county (and the cities within it) probably would not have to belong to several different groupings of counties in order to participate in those several aid programs. By being involved with the same area and the same governmental interests in the several aid programs, state and local leaders are afforded increased opportunities to become aware of the range of problem-solving and development activities underway. More significantly, coordination opportunities are increased. Overlapping and duplicating efforts are identified more easily. Most important, the common geographic framework makes possible the beginnings of a truly

area or district perspective on problems and opportunities and an improved sense of priorities is made possible.

But, as noted, having the common geographic framework for the various programs was only the beginning. The establishment of politically-accountable and responsible, multi-purpose, "umbrella" organizations composed of leaders representing the individual and collective interests of each sub-state district and staffing them was the next step. Generally referred to as planning and development commissions, these sorts of organizations have been established throughout the country. In essence, these organizations are governmental cooperatives whose special mission is advising and counseling with the state and local governments they serve on virtually every facet of public endeavor.

These politically-accountable and responsible multi-purpose, "umbrella," planning and development organizations are a means for helping insure that the problem-solving and developmental activities of various Federal, state and local programs are coordinated properly and addressed to the priority concerns of the area served. They are a means for realizing the coordination opportunities presented by the common geographic framework.

Equally important, these cooperative organizations are a means for pooling and making the most effective use of limited resources, particularly the limited leadership, technical and financial resources of the local governments they serve. They are a means through which the limited investments which individual local governments are able to make in acquiring the technical staff capabilities necessary to insure desired participation in Federal and state programs can be pooled thereby acquiring local expertise which could not be obtained otherwise. Likewise, multi-county cooperation

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-10-

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-10-

PLANNING AND DEVELOPMENT DISTRICTS IN SOUTH CAROLINA

Establishing the District Pattern

Multi-purpose planning and development districts are new to South Carolina.

The issue came into focus late in 1968 as a response to Federal and local interest and to several related activities at the State level. Several investigations of possible county groupings either had been completed or were underway at the State level. Among these were studies by the State Economic Opportunity Office, the Office of Comprehensive Health Planning in the State Board of Health and the State Planning and Grants Division. The search, in each of these efforts, was for the "right" district pattern, for that grouping of the State's 46 counties into districts which would reflect "communities of interest." Special emphasis was placed on local perceptions of what the pattern should be. Thus, in the final analysis, evidence of prior local commitments to multi-county endeavors weighed heavily in settling on the official district pattern for South Carolina.

More than half of the State's counties were involved in multi-purpose district organizations by 1968. Then existing were three economic development districts all of which were recognized by the Economic Development Administration (EDA). These three subsequently were to become Districts 2, 5 and 7 in the official pattern. What later became District 1 existed previously as the local development district required under the Appalachian Regional Commission's programs. Two of the counties (Richland and Lexington) in what later became the four-county District 4 were participating previously in a joint metropolitan planning program as were Berkeley and Charleston counties in

what later became District 9. The four counties comprising District 6 under the official pattern had earlier been recommended to EDA for recognition as an economic development district by the State Development Board (then acting as the State-designated EDA coordination agency). In addition, there were other evidences of local commitments to area-wide endeavors. Notable among these were the community mental health districts and the pattern of county support of technical education centers. Also considered were constraints associated with Federal program participation such as that imposed by the delineation of the Appalachian Region. This argued for relating Union County to Chester, York and Lancaster instead of to Spartanburg and the other five South Carolina Appalachia counties.

Following extended discussions of possible district patterns with State agencies, Governor McNair presented a recommended district pattern to the several legislative delegations in a series of meetings held early in 1969. The delegations were informed of the desirability of establishing an official district pattern and of the need to establish multi-purpose planning and development organizations in those areas not then served by such an organization. The issue was discussed widely during the first two months of 1969 and, hearing no disagreement with the recommended pattern, Governor McNair issued an Executive Order on March 12, 1969, making the 10-district pattern official.

Creating the District Planning and Development Organizations

With the official district pattern established, attention was then given to the formation of the organizations which would serve the delineated districts. Under enabling legislation passed by the General Assembly in 1967, counties and cities are authorized to create regional planning organizations. Thus, local officials -- not the

State Government -- are the creators of the multi-county planning and development organizations. Because of their traditional role in county affairs, legislative delegations assumed initial responsibility for creating the district organizations in the majority of the districts. Subsequently, however, a number of the district organizations have amended their establishing agreements and have had them executed by participating city and county governing bodies. Efforts related to the formation of the district organizations necessarily varied considerably from district to district. In some cases, little or no change of the existing organizations was required initially. In others, expansions of the jurisdictions and composition of the previously-existing planning organizations were necessary to achieve conformity with the official district pattern. In four of the ten districts delineated (numbers 3, 6, 8 and 10), entirely new organizations had to be brought into existence for none had previously existed in these areas.

PURPOSE OF THIS STUDY

Simply because they are new, the district organizations in South Carolina have confronted a host of problems. Because they are a new kind of governmental entity, one which has as a special mission numerous responsibilities in the complex and ever-changing field of intergovernmental affairs, the districts are experiencing problems associated with what amounts to institutional change. These statements are not intended to suggest that their newness accounts for all of the problems the districts have experienced. They do suggest that the newness of the districts does account for a sizeable portion of the difficulties encountered thus far.

South Carolina's district problems are fundamentally the same as those experienced in every other state which has wrestled with the issue. Obviously, the nature and magnitude of the particular problems encountered in the various states has varied from state to state. There are significant differences for example, on the matter of state philosophy toward districts. In some cases, the state dominates the district organizations and makes them, in effect, extensions of the state government by staffing and otherwise supporting them. This philosophy carries with it its own set of problems but they differ from those confronted in states which view the districts as being primarily the servants of local interests. Just as the problems experienced in making districts operational vary from state to state, it must be acknowledged that the experience thus far in South Carolina varies substantially from district to district. The effort here is intended to present those problem areas which have been experienced by the districts generally.

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In order to cope with the problems facing them, the district planning organizations throughout South Carolina have asked the Office of Planning, Division of Administration,

for assistance. Before the major issues concerning the planning districts can be confronted, the administrative and management functions of the districts must be catalogued and analyzed. Accordingly, this Study is designed to provide comparative information concerning the functions and procedures of the various planning districts in the State. Once such information is compiled, individual administrative and management practices will be evaluated, and anomalies will be isolated. Recommendations for improved operations policies and techniques will follow. These recommendations will stress standardization of techniques, but such standardization is not intended to interfere with the specialized needs of each district. What is sought, rather, is a comprehensive administrative and management guide which will be of application to and use by all of the State's planning districts.

Once the management guide has been completed, it will be possible to confront the following issues concerning the Planning and Development Districts:

- a. Purpose and responsibilities
- b. Areas and services
- c. Manpower and Administration

The above issues will be addressed in terms of the following:

- a. Definition of the problems
- b. Considering alternative solutions
- c. Making specific recommendations to the solution of the problems

The implementation of the recommendations of this Study and a State Policy on district planning organizations should complement each other and enhance the capability of the individual districts to fulfill their stated roles.

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QUESTIONNAIRE:
GENERAL ADMINISTRATIVE MANAGEMENT FUNCTIONS OF
SOUTH CAROLINA PLANNING AND DEVELOPMENT DISTRICTS

Information Concerning District

ORGANIZATION AND FUNCTIONS

I. Organization

A. Structure

1. Under what legislation was your district originally organized?
8 Districts - Act 487 of 1967.
2 Districts - Public works & Economic development Act of 1965,
District II and District V.
2. When was your district organized?
District II - June 12, 1967
District V - January 27, 1968
District IX - March, 1968
District I - January, 1969
District VII - February, 1969
District VIII - February, 1969
District IV - July 1, 1969
District X - December, 1969
District III - June, 1970
District VI - July 13, 1970
3. If your district has been reorganized, state the effective date of re-organization and cite the enabling legislation.
 - a. 9 districts - Have been reorganized
1 district - Has not
 - b. District V - January, 1969 - Act 487
District II - June 4, 1971 - Act 363
District VII - October 11, 1971 - Act 411
District IX - November, 1971 - Act 411
District X - November, 1971 - Act 411
District VI - November, 1971 - Act 363
District VIII - November 1, 1971 - Act 487
District I - November 5, 1971 - Act 363
District IV - November 12, 1971 - Act 411
District III - None

4. Describe in detail the current organizational structure of your district.
Please include an organizational chart.
See appendix. *
5. Does the current structure differ from the original structure? If so, in what ways?
 - 6 Districts - No
 - 4 Districts - Yes
 - District V - Two additional member counties
 - District VI - Increased total membership,
Increased minority representation
Increased municipal and county elected official representation
 - District VIII - More board members, one elected official
 - District X - Increased membership & more varied representation of the district
6. Describe the functions, responsibilities, and relationships of the various elements in your organizational structure.
See appendix. *
7. Does your structure adequately involve elected municipal and county officials in the regional planning and program process?
 - 9 districts - Yes
 - 1 district - No
8. List all Board and Advisory Council members and indicate the methods by which these members are chosen.
See appendix. *
9. What are the terms of office of your Board and Advisory Council members?
 - 1 district - No policy - District III
 - 4 districts - Elected officers - length of term of office , others - 3 years
 - 1 district - 3 years staggered
 - 1 district - 3 years staggered
 - 1 district - 1 year
 - 1 district - Commission members - 2 years, executive committee members - 1 year
 - 1 district - Commission members - 3 years, officers - 1 year
10. Are successive terms of office allowed?
 - 9 districts - Yes
 - 1 district - No

* Appendix to be included in Phase II of the Report.

11. What do you feel are the current strong and weak points of your organizational structure?
Weak points - no common trend
Strong points - see chart
12. What structural changes would you recommend in order to improve the operations of your planning district?
6 districts - None
1 district - Commission chairmanship to set number of terms
1 district - Those being implemented in reorganization - Act of 1969-363
1 district - Increased representation of city, county elected officials, minority groups and urban areas
1 district - Strengthen committee structure by requiring committee review
13. What should the State Government be doing to assist you in structuring your planning district?
2 districts - No answer
General trend of statements - one that the State should provide financial and technical assistance, as well as the evaluation
14. Other comments.
8 districts - None
2 districts - State should discourage other districts from being duplicated.
Internal support within district has improved

FINANCE AND GENERAL SERVICES

I. Finance

A. Revenues

1. Describe in detail all sources of your revenues.
 - 9 districts - Local funds
 - 9 districts - State funds
 - 9 districts - Federal funds
2. Are these sources constant?
 - Local funds - 5 not constant, 4 one constant
 - State funds - 7 not constant, 2 one constant
 - Federal funds - 5 not constant, 4 one constant
3. To what extent have your revenues fluctuated over the past few years?
 - 7 districts with steady upward fluctuations
 - 2 districts with slight increases
4. What changes do you foresee?
 - 2 districts - Stabilization
 - 1 district - No prediction possible
 - 1 district - No major changes
 - 5 districts - Possible increases
5. In what ways can your revenues be increased? Explain.
 - 5 districts - Increased state aid
 - 6 districts - Increased local aid
 - 6 districts - Increased federal aid
6. Other comments.
 - 6 districts - No comments
 - 3 districts - Need state funds & less ear marking on them

B. Budgeting

1. Describe in detail your budgeting process.
 - 2 districts - No set process
 - 5 districts - Executive director prepare budget, approved by council.
 - 1 district - Individual programs budgeted separately
 - 1 district - Work program prepared by councils budget prepared by staff - then reviewed by council and member governments.

2. Does one person have overall responsibility for budget formulation?
5 districts - Yes
3 districts - Named the executive director
4 districts - No
3. Are your council members adequately involved in the budgeting process?
6 districts - Yes
3 districts - No
4. What are the dates of your fiscal year?
8 districts - July 1 to June 30
1 district - No answer
5. What changes, if any, have occurred in your budgets and budgeting processes?
4 districts - No budgets
1 district - Budget fluctuates
5 districts - No budget processing
2 districts - Used A-87 process
1 district - Improved organization to meet state and federal budget process requirements
1 district - Developed formal budgeting process
6. In what ways can the State assist you in the budgeting process?
3 districts - No way
1 district - Advance notice of allocation by State budgeting agencies
1 district - Provide money
4 districts - Provision of State budgeting assistance
7. Other comments.
9 districts - None

C. Accounting for Revenues and Expenditures

1. Do you have a system that will adequately provide reasonable accounting control over assets, liabilities, revenues, and expenses?
9 districts - Yes
2. Do you have a chart of accounts?
9 districts - Yes
3. Do you have a flow chart showing the flow of funds in and out of your agency?
5 districts - Have them, yes
3 districts - No
1 district - Has monthly financial statements

4. Do you duplicate work in your accounting phase?
4 districts - Yes
4 districts - No
1 district - No, except for control
5. Does your organization and its bookkeeping system have a general ledger which contains a summation of all accounting transactions pertaining to a particular contract?
9 districts - Yes
6. Does any one person have control over all phases of a significant transaction?
4 districts - Yes
3 districts - Yes
1 district - Executive director, yes
1 district - Bookkeeper, yes
7. Do you have a single deposit of all source documents (payroll time records, invoices, disbursements, contracts)?
8 districts - Yes
1 district - No
8. Are there means available for the verifying of cost supporting transactions?
8 districts - Yes
1 district - No
9. Does your agency have a cost ledger? This is a ledger that must be maintained as a subsidiary to the general ledger account for the purpose of recording and classifying costs incurred in accordance with the activity classifications shown in your latest approved budget.
8 districts - Yes
1 district - No
10. Does your agency maintain general vouchers or general journals? This document is used to record transactions in the general ledger and/or the cost ledger which are not recorded from the cash receipts and disbursement registers.
7 districts - Yes
1 district - No
1 district - No answer

11. Does your organization maintain payroll records to accumulate the payroll data required by federal and state laws?
8 districts - Yes
1 district - No
12. Are all personnel in accounting familiar with the different types of federal requirements?
7 districts - Yes
2 districts - No
13. Are all bookkeepers and accountants required to keep a file of their working papers?
6 districts - Yes
3 districts - No
14. Do you have any written procedures for trial balances taken at the end of each month?
8 districts - No
1 district - Yes
15. Are bank statements reconciled? To a formal accounting record?
9 districts - Yes
6 districts - Yes, formal
3 districts - No, formal
16. Are separate bank accounts maintained for separate funds?
1 district - Yes
8 districts - No
17. Do you have any written procedure for the basis of evaluating a current asset?
3 districts - Yes
6 districts - No
18. Is it possible from your accounting records to ascertain that assets shown by the books as having been owned at a certain date were actually owned and/or being carried at amounts sanctioned by generally accepted accounting principles?
8 districts - Yes
1 district - No

19. Do you have assets which you own that are not recorded in your accounting books? Do you have liabilities which are owed that do not actually appear on your books?
- a. 8 districts - Yes
 - 1 districts - No
 - b. 7 districts - No
 - 2 districts - Yes
20. Does your agency have an adequate system of internal control?
- 8 districts - Yes
 - 1 district - No
21. Who in your organization has the primary responsibility for establishment and maintenance of adequate procedures and internal financial controls?
- 4 districts - Executive director and bookkeeper
 - 3 districts - Executive director
 - 2 districts - Bookkeeper
22. Does your agency have a way to appraise and evaluate the result of a given project as far as dollars are concerned?
- 4 districts - Yes
 - 5 districts - No
23. Do you have a certified public accounting firm prepare an annual audit and report for your organization?
- 9 districts - Yes
24. Are you required to make reports of the activities of each of your program areas with reference to fiscal reporting?
- 9 districts - Yes
25. Do you prepare a consolidated statement of all your programs at any given period of time?
- 3 districts - Yes, monthly
 - 4 districts - Yes
 - 1 district - Occasionally
 - 1 district - No
26. Other comments.
- 8 districts - No comment
 - 1 district - Newness of organization makes some questions difficult to answer.

D. Receipt and Disbursement of Funds

1. Do you have an adequate control of your cash receipts and disbursements?
8 districts - Yes
1 district - No
2. Are your cash receipts deposited intact for the full amount received on the day of receipt?
6 districts - Yes
2 districts - deposited in the full amount, but not the same day
1 district - No, all receipts by checks
3. Do you have proper provisions set up in your agency to safeguard all incoming mail?
8 districts - Yes
1 district - No
4. Is the person handling the receipts of money bonded?
8 districts - Yes
1 district - No
5. Do your accounting records contain a cash receipt register for the recording of funds (cash, checks, money orders, etc.)?
9 districts - Yes
6. Does your agency have a cash disbursement register, or a register that is maintained for recording checks issued for the withdrawal of funds from an appropriate bank account?
9 districts - Yes
7. Do you have basic guidelines set up for each program determining the eligible disbursements or a liable cost?
7 districts - Yes
2 districts - No
8. Are all disbursements made from an impress cash fund?
4 districts - Yes
4 districts - No
1 district - No answer
9. Who has the authority to sign disbursement vouchers?
7 districts - Executive director, chairman of board, council or commission
1 district - No answer
1 district - 2 or 3 designated employees

10. Who has the authority to determine the proper documentation for disbursement of monies?
 - 4 districts - Executive director
 - 2 districts - Executive and accountant
 - 1 district - Executive and administrative assistant
 - 1 district - Executive and board of directors
 - 1 district - Executive and fiscal officer
11. Other comments
 - 8 districts - None
 - 1 district - State should provide an auditing service for the districts

II. General Services

A. Purchasing and Supplies

1. Do you have a purchasing officer? If not, who is responsible for your purchases?
 - 3 districts - None, Purchasing Officer
 - 3 districts - Executive Director
 - 1 district - Executive Director and Accountant
 - 1 district - Office Manager
 - 1 district - No
2. Do you have written purchasing procedures? If so, who establishes these procedures?
 - 5 districts - Yes
 - 4 districts - No
 - 1 district - Executive Director
 - 3 districts - Council
 - 1 district - Executive Director, up to \$50, if over, the Council
3. Are all your purchases made through the use of purchase orders?
 - 3 districts - Yes
 - 1 district - Through seller's forms
 - 5 districts - No
4. Does your purchase order contain instructions and conditions which will facilitate the delivery of goods and the preparation of correct invoices as well as protect the agency in case of controversies related to prices, deliveries, etc.?
 - 3 districts - No answer
 - 3 districts - No
 - 3 districts - Yes

5. What purchases, if any, do not require purchase orders?
5 districts - Small office supplies
2 districts - No answer
1 district - Subscriptions
1 district - None
6. May your employees make petty purchases (i.e. supplies, etc.) and obtain direct reimbursement?
8 districts - Yes
1 district - No, not without approval
7. Are all purchasing contracts and orders in a file and available to accounting personnel?
8 districts - Yes
1 district - No answer
8. Who maintains custody of office supplies?
1 district - Administrative Assistant
1 district - Accountant
2 districts - Executive Secretary
1 district - Bookkeeper
3 districts - Secretary
1 district - Office Manager
9. Must office supplies be signed for or is there open access to such supplies?
9 districts - Open access
10. Other comments
8 districts - None
1 district - State purchasing should be available

B. Building and Grounds

1. What type of building do you occupy? (example, office suite, renovated residence, etc.)
4 districts - Office building
2 districts - Connected residence
1 district - Former bank building
1 district - Renovated doctor's office
1 district - Building constructed for nurses
2. Do you own your facilities or rent them?
7 districts - Rent
1 district - In kind donation from Greenwood County
1 district - Neither

3. Are your current facilities adequate? Why or why not?
7 districts - Yes
2 districts - No, both too small and one is inefficiently arranged
4. Is your current location adequate? Why or why not?
7 districts - Yes
2 districts - No, too small and inadequate facilities
5. What maintenance arrangements do you operate under? (for example, your own maintenance personnel, contracted maintenance service, etc.)
2 districts - Included in rent
2 districts - Contracted maintenance
1 district - Contracted janitorial services & county maintenance personnel
1 district - Contracted janitorial services & maintenance by lessor
1 district - Provides maintenance in lieu of rent
1 district - Council provides
1 district - None, staff does minor work
6. What portion of your operating budget is allocated to buildings and grounds provision and maintenance?
1 district - No answer
1 district - Included in rent
1 district - What is necessary
1 district - 7%
1 district - 3.75%
1 district - 5.0%
1 district - Less than 1%
1 district - 4.5%
1 district - Only a small portion
7. Other comments
8 districts - None
1 district - Relocation of district offices to well located and adequate facilities is in progress.

C. Motor Vehicles

1. Does your district own or lease any motor vehicles?
4 districts - Own vehicles
2 districts - Lease vehicles
3 districts - No
2. Do you participate in an inter-agency motor pool?
9 districts - No
3. Do you have formal policies concerning the use of district vehicles?
Explain.
5 districts - No
3 districts - Yes
1 district - No answer
4. Are any district personnel provided with automobiles on a permanent basis? Explain.
7 districts - No
2 districts - Yes, Executive Director
5. Are district personnel compensated for use of their own vehicles on district business? Explain.
9 districts - Yes
1 district - In accordance with federal program provisions
1 district - 9¢ or 10¢ per mile
5 districts - 10¢ per mile
1 district - 9¢ per mile
1 district - No amount given
6. Do you require transportation cost reports to be filed after each use of an official vehicle?
1 district - Yes
4 districts - No
2 districts - No, monthly
2 districts - No answer
7. Are vehicle operation costs charged to specific programs?
5 districts - Yes
1 district - No
1 district - District vehicles, no; private vehicles, yes
1 district - No, but will be changed
1 district - Some are

8. By whom are district vehicles maintained?
2 districts - Local dealer
2 districts - Lessor
1 district - Gasoline purchased from the City of Sumter, maintained by district
1 district - Local private firm
1 district - No answer
9. Is there a formal vehicle acquisition and replacement policy?
6 districts - No
2 districts - 2 years
1 district - No answer
10. Other comments
9 - districts - No comment

PERSONNEL ADMINISTRATION

I. Hours of Work

A. Work Day

1. What is the official work day? How many hours?
4 districts - 9:00 to 5:00
1 district - 7 1/2 hours, 37.5 hours per week
3 districts - 7 hours, 35 hours per week
5 districts - 8:30 to 5:00
3 districts - 7 1/2 hours
2 districts - 8 hours
1 district - 8 hours
2. Are there variations and, if so, explain.
5 districts - No
5 districts - Yes, based on work load
3. What is the established lunch or other meal period?
3 districts - 1/2 hour
6 districts - 1 hour
1 district - 45 minutes
4. Are meal periods staggered? How are they scheduled?
9 districts - Yes: 3 districts - Between 12:00 noon and 2:00 P.M.
3 districts - Informal
3 districts - For secretaries and non-professionals
1 district - No, only the receptionist
5. Is there a policy concerning a mid-morning or mid-afternoon break?
What is it?
3 districts - No: 1 district - Informal two breaks
2 districts - No information
7 districts - Yes: 3 districts - Two 10 minute breaks
2 districts - Two 15 minute breaks
1 district - Two 20 minute breaks
1 district - Varies

6. Is there a stated policy on tardiness? If so, what is it and what leave charge is made against those who are tardy?
10 districts - No
7. How are time and attendance records maintained?
5 districts - Time sheets
2 districts - Maintained by employee and submitted to supervisor
2 districts - Personnel records
1 district - No specific record
8. Are there any work activities that tend to be seasonal, giving rise to different hours of work?
8 districts - No
2 districts - Yes

B. Work Week

1. What is the official work week? How many hours?
Monday - Friday
4 districts - 37 1/2 hours
3 districts - 40 hours
3 districts - 35 hours
2. Are there variations in the work week? Explain.
6 districts - No
4 districts - Yes: 1 district - After hour meetings and travel
3 districts - Varies with work load

C. Saturday Schedule

1. Do you maintain office hours on Saturday?
8 districts - No
1 district - Not formally
1 district - No answer
2. What are the Saturday hours of work?
9 districts - No answer
1 district - Varies
3. Are all employees required to work Saturdays? If so, explain.
9 districts - No answer
1 district - If necessary
4. Is Saturday work rotated? If so, what is the rotation schedule?
10 districts - No answer

5. Do your employees have practical use of their time during the off-duty hours? May they leave the premises?
10 districts - Yes
10 districts - Yes

II. Overtime

A. Policy

1. Is any form of compensation given for overtime? Pay? Time off?
7 districts - Yes
3 districts - No
Compensatory time
2. At what ratio to time worked is overtime compensated?
6 districts - No answer
2 districts - No ratio, no formal method
2 districts - Hour for hour
3. Who is eligible for overtime compensation?
4 districts - Everyone
4 districts - No answer
2 districts - No one
4. Is there a seasonal pattern for overtime? Explain.
2 districts - Yes, near project outdates
4 districts - No answer
4 districts - No
5. Are your employees fully informed of the overtime policy?
Authorization to work overtime; type of compensation given for overtime, etc.
8 districts - Yes
2 districts - No answer
6. How many hours must be worked before overtime is computed?
5 districts - No answer
1 district - 1/2 hour
1 district - 1 hour
2 districts - No set schedule
1 district - Varies

B. Compensation

1. Pay. Does the base rate of pay in computing overtime take into consideration all forms of compensation: Medical care, medicine?
9 districts - No answer
1 district - No
2. Compensatory Time Off
 - a. Within what limit must the compensatory time off be taken?
5 districts - No formal limit
3 districts - No answer
2 districts - Discretion of Director
 - b. Can the compensatory time be taken in any units of time desired by the employee?
3 districts - No answer
2 districts - Yes
1 district - At base 1/2 day
1 district - Minimum of 1 hour
1 district - No
2 districts - Discretion of Executive Director
 - c. Can compensatory time be taken to cover Saturday work?
6 districts - No answer
2 districts - Yes
1 district - No
1 District - Discretion of Executive Director
 - d. Can compensatory time be taken in conjunction with annual leave or a day off given because of a holiday?
5 districts - Yes
3 districts - No answer
1 district - No policy
1 district - Discretion of District Director

III. Leave

A. Annual

1. What formula is used in computing annual leave earned by full-time employees? By part-time employees?
 - a. Full-time
6 districts - 1 day/month
3 districts - 1/2 day/month for 1st year then 1 day/month
1 district - 5/6 day/month for 1st 5 years, then 1/14 day/month
 - b. Part-time
10 districts - None

2. Is an employee allowed to have in excess of 24 days of annual leave to his credit at any time during a given year?
6 districts - Yes
4 districts - No
3. Is an employee allowed to have annual leave days accumulated?
1 district - No
9 districts - Yes: 3 districts - maximum 24 days
1 district - maximum 25 days
4 districts - maximum 30 days
1 district - maximum 10 days
4. Is an employee allowed to take annual leave in conjunction with a given holiday?
10 districts - Yes
5. Is there a policy for advancing annual leave and who is eligible for such advancement? What is the limit on how much can be advanced?
1 district - All permanent employees; no limit
4 districts - At discretion of Executive Director
2 districts - No stated policy
3 districts - No
6. What is the policy toward who is permitted to take leave during heavy leave periods?
1 district - No set policy, discretion of Supervisor
4 districts - Executive Director approval
2 districts - No set policy
1 district - Leave schedule used
1 district - No answer
1 district - 1 secretary at a time, 2 professionals at a time
7. How long must an employee be employed before he is permitted to take annual leave?
2 districts - 1 month
2 districts - No set rule
2 districts - 6 months
1 district - long enough to accrue leave
2 districts - 1 year
1 district - All annual leave must be accrued

8. How much annual leave is charged when taken on the Saturday an employee has to work?
9 districts - No answer
1 district - None
9. How many days of annual leave is an employee permitted to accumulate and be paid as terminal leave?
2 districts - 24 days
1 district - 25 days
1 district - 10 days
4 districts - 30 days
1 district - No policy
1 district - 5 days 1st year; 10 days thereafter
10. What is the smallest unit of annual leave for which an employee is charged?
1 district - 1/2 hour
6 districts - 1 day
2 districts - 1/2 day
1 district - No policy

B. Sick Leave

1. What formula is used in computing sick leave earnings?
1 district - 1 1/4 days/month
7 districts - 1 day/month
1 district - 5/6 days/month; (60 day maximum)
1 district - No answer
1 district - 1 day/month (30 day maximum)
1 district - 1 day/month (60 day maximum)
1 district - part-time: 1 day/23 working days
2. What is the smallest unit of sick leave for which a charge is made?
1 district - 1/2 hour
4 districts - 1 day
4 districts - 1/2 day
1 district - No policy
3. What is the policy on notifying a Supervisor in case of illness or injury?
9 districts - Direct notification, if possible
1 district - Sick leave request form
4. What, if any, is the policy toward advancing sick leave?
4 districts - Executive Director may grant
3 districts - No policy

- 1 district - Executive Committee may grant
- 1 district - Special arrangements can be made
- 1 district - 30 day maximum

5. Under what conditions may an employee use sick leave?
 - 1 district - Illness, injury, medical appointment, emergency leave
 - 8 districts - Illness of employee, and illness or death in immediate family
 - 1 district - No policy
6. What is the policy in regard to having a doctor's certificate to show evidence of illness?
 - 1 district - At Supervisor's request
 - 2 districts - Not required
 - 4 districts - No policy
 - 2 districts - May be required
 - 1 district - In excess of 3 days
7. What is the policy toward giving sick leave to hourly employees?
 - 4 districts - No answer
 - 2 districts - None
 - 3 districts - No policy
 - 1 district - 1 day for 184 hours worked
8. Is there any policy covering the use of sick leave during a period of vacation? Explain.
 - 9 districts - No policy
 - 1 district - Substituted for annual with Executive Director approval
9. What is the leave policy for extended illness?
 - 1 district - No advance leave
 - 7 districts - Special arrangements possible
 - 1 district - No policy
 - 1 district - Regular sick leave policy

C. Personal, Petty, etc.

1. Is there a policy or practice of granting petty or personal leave? Explain.
 - 1 district - No answer
 - 4 districts - At discretion of Executive Director
 - 5 districts - No

2. What are the minimum and maximum units of time for which petty leave may be charged?
6 districts - No answer
1 district - None
2 districts - Vary
1 district - No policy
3. What is the policy on the use of petty or personal leave?
6 districts - No answer
2 districts - At Executive Director discretion
2 districts - No policy

D. Leave without pay

1. Are there policies governing leave without pay?
2 districts - Yes
1 district - With legitimate reason
6 districts - No
1 district - Individual basis
2. Do they provide for:
 - a. Educational leave? Explain.
2 districts - No
1 district - Yes
2 districts - No policy
5 districts - No answer
 - b. Maternity Leave? Explain.
4 districts - Yes
2 districts - No policy
4 districts - No answer
 - c. Extended illness after all other forms of leave are exhausted?
2 districts - Yes
2 districts - No policy
6 districts - No answer
 - d. Extended vacation not covered by earned annual leave?
2 districts - No
2 districts - Discretion of Board Director
4 districts - No answer
2 districts - No policy
 - e. Leave of absence for personal reasons? Explain.
2 districts - No
2 districts - Discretion of Executive Director
2 districts - No policy
3 districts - No answer
1 district - Discretion of Board Director

3. Is an employee who has been on maternity leave reinstated in her old position or is she reinstated at whatever is available? If so, is an agreement reached prior to the leave?
 - 3 districts - Former position
 - 1 district - Whatever is available
 - 3 districts - No policy
 - 3 districts - No answer
4. What are the time limits for the several types of leave without pay /authorized?
 - 1 district - 90 days, maternity
 - 1 district - 6 months, maternity
 - 1 district - one year after illness for extended illness
 - 4 districts - No answer
 - 2 districts - No policy
 - 1 district - Discretion of Executive Director
 - 1 district - Varies
5. Is there any policy governing dunning an employee, in essence leave without pay, as a disciplinary action or for tardiness? Explain.
 - 4 districts - No
 - 3 districts - No answer
 - 1 district - Yes, discretion of Executive Director for unauthorized leave
 - 1 district - Yes up to 15 days
 - 1 district - No policy

E. Military Leave

1. What is the policy toward military leave for a regular tour of active duty?
 - 7 districts - No policy
 - 1 district - Depends on circumstance
 - 1 district - Can be granted
 - 1 district - Reinstatement with 90 day notice
2. What is the policy toward military leave for training duty?
 - 5 districts - 15 days with payment of differential
 - 1 district - 15 days with full pay
 - 1 district - No policy
 - 3 districts - 2 weeks

3. What is the policy covering military duty in excess of 15 days but less than 60 days?

- 1 district - Leave without pay
- 5 districts - Payment of differential
- 2 districts - Granted
- 2 districts - No policy

F. Civil Leave

1. What is the policy toward court leave?

- 1 district - Payment of differential
- 7 districts - With full pay
- 1 district - Granted
- 1 district - No policy

2. In the event an employee is excused from court duty or is ill and does not return to work, is he charged with annual leave or sick leave?

- 2 districts - Yes, sick leave
- 1 district - Yes, sick leave or annual leave
- 1 district - Varies
- 3 districts - No policy
- 3 districts - Yes

3. What is the policy on leave governing an employee appearing in a private law suit?

- 4 districts - Annual leave
- 4 districts - No policy
- 1 district - Discretion of Executive Director
- 1 district - Annual or compensatory

G. Administration and Record Keeping

1. Is there a central point for keeping all of these records and through which all leave requests must be channelled? If not, what is the practice?

- 8 districts - Yes
- 2 districts - No
- 3 districts - Executive Director
- 2 districts - Made verbally
- 5 districts - No reply

2. What is the system used to recall and keep track of all leave records?
(Recorded by secretary in Section and from there to some central office, etc.?)
 - 2 districts - Bookkeeper
 - 2 districts - Comprehensive employee record
 - 4 districts - Secretary
 - 1 district - Charleston Co. Finance Dept.
 - 1 district - No reply
3. Is authority to approve leave decentralized? To what extent?
 - 3 districts - Yes
 - 7 districts - No
 - 2 districts - Section Directors
 - 1 district - Secretary
4. Are there standard forms for requesting or reporting leave?
 - 7 districts - Yes
 - 3 districts - No
5. Is there a standard leave record form maintained for each employee?
 - 9 districts - Yes
 - 1 district - No
6. How are leave policies accumulated and explained to employees?
 - 3 districts - Rules & Regulations, initial briefing
 - 1 district - Semi-Annual Leave Report
 - 1 district - Verbal
 - 4 districts - Written
 - 1 district - No answer

IV. Performance Appraisal

- A. Is there a formal performance appraisal system?
 - 1 district - Yes
 - 9 districts - No
- B. How often is an employee appraised?
 - 4 districts - No answer
 - 2 districts - Annually
 - 2 districts - Annually or semi-annually
 - 1 district - At random
 - 1 district - No policy

- C. Is the result of the appraisal discussed with the employee?
5 districts - Yes
1 district - No
4 districts - No answer
- D. Is the appraisal of the rating officer reviewed by any higher authority?
1 district - Yes
3 districts - No
4 districts - No answer
1 district - Not formally
1 district - By Board of Directors and Executive Committee

V. Merit System

- A. Do you have any form of merit system for compensation? If so, explain.
8 districts - No
1 district - By merit
1 district - By grade and step; regular increases

VI. Recruitment

A. How

1. What methods of recruitment are used?
1 district - TAB, grapevine, local paper, conferences
1 district - Local paper, applications on file
1 district - Informal referrals
4 districts - Advertisement, personal contact
1 district - Advertisement
2 districts - Personal contact

B. By whom

1. Is there a full-time recruiting staff in the personnel office?
9 districts - No
1 district - Executive Director
2. Is recruitment decentralized?
2 districts - Yes
7 districts - No
1 district - No answer
3. How organized?
2 districts - Varies
4 districts - Executive Director
4 districts - No answer

C. Testing

1. What types of tests do you administer? How administered?
 - 6 districts - Secretarial
 - 1 district - Interview Professionals
 - 4 districts - None
 - 2 districts - Secretarial by Executive Secretary
 - 1 district - By personnel office
2. How much weight is given to these tests in the final consideration of the employee?
 - 1 district - Considerable
 - 1 district - Little
 - 4 districts - No answer
 - 2 districts - Results considered
 - 1 district - More than 1/2
 - 1 district - Minimum requirements must be met
3. Is a physical exam required before employment? Explain.
 - 10 districts - No

D. Forms

1. Is there a standard application form for all your applicants? If not, what are the variations and for what purposes?
 - 1 district - Secretaries only
 - 6 districts - Yes
 - 1 district - Resume required
 - 2 districts - No
2. What other forms are required for employment? (Bond forms, security clearance, etc.)
 - 6 districts - None
 - 1 district - Resume and recommendations
 - 2 districts - Bond
 - 1 district - Credit Check

E. Promotion from Within

1. Is there a stated policy of promotion from within whenever possible?
 - 8 districts - Stated policy, no
 - 1 district - Yes
 - 1 district - No answer

2. How are employees selected for promotion?

5 districts - Capability and performance

1 district - Tenure and performance

1 district - Qualifications and performance

1 district - Performance and staff needs

1 district - Limited staff, no promotion

1 district - No answer

F. Transfer

1. How are transfers handled in terms of leave, retirement, benefits, etc?

1 district - No provisions

7 districts - No answer

1 district - Written policies

1 district - Supervisor's approval

2. Must the probationary period in one job be completed before the transfer to another job in the same agency can occur?

7 districts - No answer

2 districts - Yes

1 district - No policy

G. Unusual Requirements

1. Are there any age requirements for employment in selected job categories in your agency?

10 districts - No

2. Are there any physical requirements prescribed for any job categories? Explain.

9 districts - No

1 district - Laborers

3. Is there a policy on hiring the physically handicapped?

7 districts - No policy

3 districts - Will hire

4. Does the background of an applicant in terms of police record, traffic violations, references, etc., have significant effect upon selection?

1 district - Never check

1 district - May effect

2 districts - No (1 minor traffic violation)

5 districts - Yes

1 district - No answer

H. Hiring Procedure

1. What is the hiring procedure for part-time and temporary personnel?
5 districts - Same as full-time
1 district - Interview, screening, hiring
1 district - Hire as needed
1 district - Personal contact or outside reference
1 district - Utilized when necessary
1 district - Based on ability

I. Fringe Benefits

1. What benefits, other than retirement, are available to employees?
4 districts - hospitalization, life insurance
3 districts - hospitalization, life insurance, FICA, workmans comp.
1 district - hospitalization, professional dues
1 district - Insurance, workman's comp., credit union
1 district - None
2. What employees are eligible?
5 districts - All full-time
4 districts - All
1 district - No answer

J. Statistics

1. What data is recorded and maintained on employees?
2 districts - Annual and sick leave
1 district - Applications, resumes, time records, leave records, pay increases, news clippings
1 district - Leave records, pay records, ins. records, personnel file
2 districts - None
2 districts - Work reports, leave
1 district - Work reports
1 district - Leave, personnel information
2. Is turnover ever computed?
8 districts - No
2 districts - Yes
3. Does the data reflect the number of people promoted from within the organization as compared to new hires to fill vacant positions?
5 districts - No answer
2 districts - No
1 district - Yes
2 districts - No policy

VII. Disciplinary Action

A. Policy and Procedures

1. Is there a definite policy for disciplinary action?
 - 6 districts - No
 - 3 districts - Yes
 - 1 district - Conference with Executive Director
2. Are the employees aware of this policy?
 - 1 district - No
 - 4 districts - Yes
 - 5 districts - No answer
3. What procedures are taken in a disciplinary action?
 - 3 districts - No answer
 - 3 districts - Conference with Executive Director
 - 1 district - Varies
 - 3 districts - Warning, reprimand, resignation or dismiss
4. What types of discipline are imposed and in what circumstances?
 - 1 district - No answer
 - 3 districts - Varies
 - 2 districts - Reprimand or termination
 - 1 district - Conference with Executive Director, dismissal
 - 1 district - Dismissal
 - 1 district - Discretion of Department Head
 - 1 district - No policy

B. Responsibility

1. Is the first-line Supervisor responsible, if not the Supervisor?
 - 1 district - Both
 - 2 districts - No answer
 - 1 district - Partially (referred to Executive Director)
 - 6 districts - Higher authority
2. What authority is responsible, if not the Supervisor?
 - 7 districts - Executive Director
 - 2 districts - No answer
 - 1 district - Department Head

VIII. Grievance and Appeals

- A. Is there a formal grievance policy and procedure?
 - 5 districts - No
 - 2 districts - Referred to Executive Director
 - 1 district - Yes, Executive Committee
 - 2 districts - Yes
- B. What is the procedure for handling grievances and appeals?
 - 3 districts - Conference with Executive Director
 - 1 district - Varies
 - 4 districts - No answer
 - 1 district - Grievance Committee
 - 1 district - Supervisor, Department Head, County Manager, County Council
- C. Are the employees fully informed about this procedure?
 - 6 districts - Yes
 - 4 districts - No answer
- D. Is the complaint submitted in writing and, if so, at what step?
 - 3 districts - No
 - 4 districts - No answer
 - 1 district - Varies
 - 2 districts - Yes
- E. Is the decision given in writing?
 - 3 districts - No
 - 1 district - Yes
 - 6 districts - No answer

IX. Training

- A. Are there any training programs presently in operation?
 - 6 districts - No
 - 1 district - Piedmont TEC (Optional)
 - 1 district - In service
 - 1 district - Encouraged to participate in professionally beneficial programs
 - 1 district - Yes
- B. What kind of programs are in operation at this time?
 - 5 districts - No answer
 - 2 districts - On the job
 - 1 district - Discussions
 - 1 district - Economic development, LEA
 - 1 district - Programs in field for which hired

C. How are these programs administered?

- 7 districts - No answer
- 1 district - Experienced staff
- 1 district - Universities
- 1 district - Executive Director

D. What criteria is used in selecting employees for participation in these programs?

- 8 districts - No answer
- 1 district - Interested
- 1 district - Areas of work

E. Effectiveness

- 8 districts - No answer
- 1 district - Not evaluated
- 1 district - Very good

F. Needs

- 8 districts - No answer
- 1 district - Management training
- 1 district - More programs in various areas

G. Problems

- 7 districts - No answer
- 1 district - Lack of opportunity
- 1 district - Work load
- 1 district - Training employee with no experience

X. Separation

A. Is there a policy on giving notice of separation and if so, explain?

- 8 districts - Two weeks notice or severance pay
- 1 district - Two weeks notice
- 1 district - No policy

B. What is the practice of paying out at separation?

- 3 districts - Severance pay - 2 weeks pay & vacation
- 5 districts - Two weeks pay
- 1 district - No policy
- 1 district - Vacation pay (when 2 weeks notice)

C. Is an exit interview used, and if so, how productive has it been in identifying reasons for turnover and taking corrective action as indicated?

5 districts - No

1 district - Yes, can't evaluate

1 district - Yes, fair results

1 district - Yes, not productive

1 district - No policy

1 district - No answer

D. What has been the percentage of turnover in your district agency? Have there been seasonal implications in the turnover pattern?

1 district - 10%, no seasonal

1 district - 7 out of 20, no answer to seasonal

1 district - None, no answer to seasonal

1 district - Not computed, no answer to seasonal

1 district - High, no answer to seasonal

1 district - No answer

1 district - One employee, no answer to seasonal

1 district - 28%, no answer to seasonal

1 district - 25%, no answer to seasonal

1 district - No policy, no answer to seasonal

XI. Fair Labor Standards Act

A. Exemptions

1. What is the responsibility vested for determining executive, administrative, and professional exemptions?

8 districts - No answer

1 district - Over \$125 week, 80% in time support functions

1 district - Regulations of act

2. Is there a list of all exempt positions in your agency? (By category of exemptions)

8 districts - No answer

1 district - Yes

1 district - No

B. Procedures and Records

1. What records are kept of those non-exempt employees subject to minimum wage and overtime?

7 districts - No answer

1 district - Time sheets

2 districts - Time Sheets and payroll cards

2. What records are kept on exempt employees?
8 districts - No answer
2 districts - Time sheets
3. Are all records on employees kept in a central file or by each department?
6 districts - No answer
3 districts - Central file
1 district - Each Department
4. How long are the records required by the Wage and Hour Division kept?
6 districts - No answer
1 district - Indefinitely
1 district - 5 years
1 district - 2 to 3 years
1 district - 3 years
5. Have all employees and supervisors been notified of all requirements and procedures under FLSA?
2 districts - No
2 districts - Yes
6 districts - No answer

C. Time Recording

1. What sort of time keeping system is used?
5 districts - Time sheets
1 district - No policy
4 districts - No answer
2. Are time reports submitted weekly or by pay period?
4 districts - Pay period
4 districts - No answer
1 district - No set policy
1 district - Monthly

XII. Total Compensation

A. Fixed Salary

1. Is base salary the only compensation?
1 district - No, compensatory time
2 districts - No, fringe benefits, travel money
4 districts - Yes
1 district - No
2 districts - No, travel money

2. Are hourly employees paid for hours worked only?
7 districts - Yes
3 districts - No answer

B. Differentials

1. Are differentials paid to certain employees? At what rates?
4 districts - No
4 districts - No answer
2 districts - No policy
2. What categories of employees are paid differentials and what are the criteria for such differentials?
9 districts - No answer
1 district - No policy

C. Supplements

1. Are supplements paid to any employees?
7 districts - No
1 district - No policy
1 district - Yes
1 district - Travel and per diem
2. What is the reason for such supplements?
7 districts - No answer
1 district - No policy
1 district - Expenses reimbursement
1 district - Equipment purchases
3. What criteria are used in applying supplements?
8 districts - No answer
1 district - No policy
1 district - Expense voucher

XIII. Civil Rights and Equal Opportunity Employment

A. Extent of Compliance

1. Is there an agency policy regarding non-discrimination and/or equal opportunity employment?
6 districts - Yes
1 district - Yes, full compliance
1 district - No, no discrimination
1 district - No, other than federal
1 district - No stated policy

2. If such a policy exists, how is it publicized?
 - 1 district - Personnel rules, also posted
 - 2 districts - Direct notification
 - 1 district - No need to publicize
 - 1 district - Following policy in practice
 - 1 district - Posting, by laws, advertisements
 - 1 district - No policy
 - 1 district - Advertisements
 - 2 districts - No answer
3. What measures have been taken to assure compliance with the Act and/or the Executive Order?
 - 1 district - Contact with minority group members to get applicants
 - 2 districts - Minority membership on Board
 - 1 district - No discrimination
 - 2 districts - Nothing extraordinary
 - 2 districts - Efforts to get minority members on staff
 - 1 district - No answer

XIV. Employee Communications

A. Staff meetings

1. Are staff meetings or assemblies held on a regular or irregular basis?
 - 4 districts - Weekly
 - 1 district - Bi-weekly
 - 2 districts - Regular
 - 2 districts - Irregular
 - 1 district - No policy
2. Explain composition and nature of such meetings.
 - 2 districts - Two sessions (1 for all employees, 1 professional)
 - 1 district - Each staff member submits report for discussion
 - 2 districts - Professional staff
 - 2 districts - Entire staff
 - 2 districts - Varies
 - 1 district - No answer

B. Handbooks

1. Is there a Handbook used in your agency?
 - 4 districts - Exists
 - 4 districts - Yes
 - 2 districts - Yes, commission operating policies

2. Is the Handbook updated periodically and does it have a stated effective date?
5 districts - Yes
1 district - No
4 districts - No answer
3. Does it give significant information to cover all the areas of interested employees?
6 districts - Yes
4 districts - No answer
4. Are policies and regulations stated in the Handbook?
5 districts - Yes
5 districts - No answer

C. Bulletin Boards

1. Is there a bulletin board? If so, is it placed in an obvious place?
5 districts - Yes, yes
4 districts - No
1 district - Being established
2. What sort of information is placed on a bulletin board?
2 districts - News items, internal data
2 districts - Announcements, change, etc.
1 district - No policy
5 districts - No answer
3. Is someone assigned to keep the board up to date?
2 districts - Yes
5 districts - No answer
1 district - Yes, secretary
1 district - Yes, office members
1 district - No policy

D. Pay envelope inserts

1. Are envelope inserts used as a means of communication?
3 districts - Yes
6 districts - No
1 district - No answer

E. Memoranda

1. Do memoranda have a regular circulation route or are they blanketed in the agency?

5 districts - Regular circulation

1 district - Not used

1 district - No answer

1 district - Blanketed

1 district - Both

1 district - No policy

2. Are they placed on a bulletin board, if available?

3 districts - Yes

3 districts - No

3 districts - No answer

1 district - No policy

QUESTIONNAIRE SUMMARY
ORGANIZATION & FUNCTIONS

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
I A 1.	Act 487	Publicworks & Economic Dev. Act of 1965.	Act 487	Act 487	Publicworks & Economic Dev. Act of 1965.	Act 487	Act 487	Act 487	Act 487	Act 487
I A 2.	January, 1969	June 12, 1967	June, 1970	July 1, 1969	January 27, 1968	July 13, 1970	February, 1969	February, 1969	March, 1968	December, 1969
I A 3.	November 5, 1971; Act 363	June 4, 1971; Act 363	None	November 12, 1971; Act 411	January, 1969; Act 487	November, 1971; Act 363	October 11, 1971; Act 411	November 1, 1971; Act 487	November, 1971; Act 411	November, 1971; Act 411
I A 4.*	See appendix	See appendix	See appendix	See appendix	See appendix	See appendix	See appendix	See appendix	See appendix	See appendix
I A 5.	No	No	No	No	Yes, 2 additional member councils	a. Increased total membership, b. increased minority representation, c. increased municipal & county elected official representation, d. reduced membership at large representation.	No	Yes, more board members are elected officials.	No	Yes, increased membership & more varied representation of the district.
I A 6.*	See appendix	See appendix	See appendix	See appendix	See appendix	See appendix	See appendix	See appendix	See appendix	See appendix
I A 7.	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
I A 8.*	See appendix	See appendix	See appendix	See appendix	See appendix	See appendix	See appendix	See appendix	See appendix	See appendix
I A 9.	Comm. members - 2 yrs., Ex. Comm. members - 1 yr.	Mem. who are also elected officials - the term of the elected office, other members - 3 years.	No policy	Mem. who are also elected officials - the term of the elected office, other members - 3 years.	Comm. mem. - 3 yrs. Comm. officers - 1 yr.	Elected - coterminous with elected office, other - 3 years.	Elected - coterminous with elected office, other - 3 years.	Three years, staggered.	One year	3 years
I A 10.	Yes	Yes	No policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes
I A 11.	Weak pt. - comm. chairmanship not restricted to a set number of terms.	Strong pt. - majority of mem. local govt. involved in planning process, Weak pt. - newness of regional planning in S. C.	Strong pt. - planning council serves as the umbrella agency for all of the other special interest agencies	Strong pt. - involvement of city & county officials & citizens.	Strong pt. - involvement of citizen leaders & municipal officials, Weak pt. - lack of involvement of delegation members.	Strong pt. - Ex. Comm. effectiveness, weak pt. - lack of elected official representation.	Strong pt. - sound structure is simple & easily understood.	Strong pt. - Board of Dir. is very knowledgeable about & committed to planning, weak pt. - inexperienced staff.	Weak pt. - not enough committee inputs.	Strong pt. - extent of involvement of local population in regional planning.
I A 12.	Restrict commission chairman to set number of terms.	None	None	None	Those being implemented in the proposed reorganization under Act 363.	Increased representation of city & county elected officials, minority groups, & urban areas.	None	None	Strengthen committee structure by requiring committee review.	None

**QUESTIONNAIRE SUMMARY
ORGANIZATION & FUNCTIONS**

ORGANIZATION & FUNCTIONS										
Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
I A 13.	St. govt. must assist in keeping indiv. federal agencies from imposing their preferences in structural changes.	A. evaluate use of Districts by st. & fed. agencies. b. coordinate of financial assistance at st. level. c. justification of use of district staff on st. projects, d. more st. appreciation and funding.	There is a need of better coordination of effort at the state level.		Funding & leadership assistance.	St. should structure indiv. st. agencies planning activities to include district (local) inputs prior to st. plan preparation.	St. should name & finance the planning districts (with a basic grant) & set operating guide lines.	Better st. agency & financial support for the district program.		Better st. public relations effort.
I A 14.	St. govt. should discourage creation of future duplicative competitive regional organizations.	None	None	None	None	None	None	Support from within the district has increased over the last few months.		None
II A 1.	Appalachian program LEAP, hwy. safety, BOR, historic preservation, hud, a-95, reg. p&d, local planning, SCappalachian Housing Dev. Corp, Local technical Assist.	EDA-public works, technical assist., business loans, industrial development HUD-area-wide planning, public works, land use, new towns, LEAP-Highway safety USDA; A-95; comprehensive Health planning, BOR, Public Service Careers Prog. Trotter Shoals, OMI3 Circular 87.	A - 95, BOR; Hwy. safety, LEAP, historic preservation, health planning, HUD701 prog., tech. advisory & assist. services, Model cities prog.	LEAP, comprehensive health planning, hwy safety planning. His. Pre., recre. & open space plan. A-95, BOR, HUD housing trans. plan., data discrimination, local water, and sewer plan. Govt. organ., study, Reg. Econ. Analysis.	EDA, LEAP, Health, hwy. safety, hud reg. & local, smsa council of govt. council on aging, hist. pres., Recreation planning.	council of govt., hud 701, hud housing, comp. plan., hwy. safety, health, leap, fha, water arch. & history prog. sewer, usda, solid waste, envir. protec. agency, trans., bor, reg. plan. ed. facilities, oeo econ. oppor. plan.	h econ. dev., hud 701, leap, hwy. safety, comp. health, historic preser, bor.	hud701, reg. & local, bor, housing, a-95, airport system, hist. pre. prog., leap, land & water, fund admin., fed. fund., assist, hwy safety plan, compre. health planning.	A-95, bor, compre. health, leap, hwy. safety, hist. preser., trans., hud701 prog.	
II A 2.	Same As above	Same as above	Same as above	Same as above	Solid waste program, water & sewer trans.	Same as above	Same as above	Same as above	Same as above, except for comp. health planning.	Same as above
II A 3.	usda, resource, con. & Dev., city management assistance.	plan. for older Americans, ext. of manpower train. prog., envir. prot. agency, drug abuse programs	Solid waste disposal, increased health planning.	None	fha, waste & sewer planning.	701 reg. work, hist. pre. program, coastal plains, pub. invest., water & sewer, (fmHA & EPA)	Area-wide land use plan, water & sewer plan certif., relocation, econ. study.	old age, solid waste, local, compre., health plan., management.	Compre. health, dist mapping, mass transit, central city, flood plain, public facility, capitol improve. plan, & programming.	OEO Rural Development, emergency measures.
II A 4.	Env. prot., manage. indust. manage, no financial support.		Regional housing, district role in housing is still unclear.	Traffic Eng. assist., Public admin. assist., Public Infor. prog., lack of funds.	Emergency employment, act & camps, st. exclusion of the program.	Detail work act., econ. devel., & housing prog., lack of funds.	314(b) comp. health program, not funded.	Same as above, lack of funds.	No specific programs	None

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QUESTIONNAIRE SUMMARY
ORGANIZATION & FUNCTIONS

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
II A 5.	District staff, private consultants	primarily district staff	District staff, private consultants.	District staff, private consultants.	District staff	District staff, SP&G staff, private consultants, volunteer assistance.	District staff, SP&G staff, private consultants.	District staff, SP&G staff, private consultants.	District staff, private consultants.	District staff, private consultants.
II A 6.	a. better understanding by member govt. b. more staff with program implementation experience. c. better local & st. financial base.	a. ed. member govt. role of reg. council, b. reg. coun. participation in all areas in the prog. c. consolidation of plan. grants, grant management, & of all similar programs, d. assurance of reg. coun. partici. in "block grants" to the st. e. increased st. admin. & finan. support.	better public relat. effort for dist., possibly a SP&G newsletter.	better infor. & comm. re the council's act. & services.	additional st. funding, better st. leadership, better agency involvement, with the district concept.	improved council, mem. govt. comm. in determining needs & resources.	More competent staff, better public relations. program.	Increased exper. for staff & increased acceptance of council's role by member govt.	Increase 70% grant periods from one to two years.	Better method of st. funding.
II A 7.	No	_____	No, but dist. arent equipped to handle drug abuse prog. or manpower training programs.	No	No	No	No	No	No	No
II A 8.	No	Yes	No	Normal feedback to Executive director	Normal feedback to council.	Normal feedback.	No	Yes, personal contact	Yes, annual appropriations	Yes, normal feedback
II A 9.	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes
II A 10.	Yes, under proposed city managers ser., ordinance & contract drafting.	Yes, ordinance & contract drafting, counseling, referral to attorneys, & advisory opinions to member govts.	No	Yes, Ordinance drafting.	Yes, Ordinance & contract drafting, & counseling.	Yes, Ordinance & drafting, counseling & referral.	No	Yes, research, counseling, & referral.	Yes, ordinance drafting.	Yes, counseling
II A 11.	Yes, under LEAP	Yes	Yes	Yes, referral of drafts of ordinances	Yes, when necessary (ie, problems re local resolutions, etc.)	Yes, ordinance drafting, counseling referral.	No	Yes, research, counseling, & referral	Yes, ordinance drafting.	Yes, counseling
II A 12.	Yes, as a technical asst. resource for towns & counties.	Yes, ps needed	No	No	Yes	Yes	Yes	Yes	Yes	Yes

QUESTIONNAIRE SUMMARY
ORGANIZATION & FUNCTIONS

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
II A 13.	By setting up agency goals & objectives, agency-district relationship, & appropriate guidelines.	Public relations effort at state level on behalf of districts & their functions should be instituted as soon as possible.	Better coordination of state effort & better explanation of state district role in planning.	_____	More state funding & more direct involvement by state agencies.	Proper coordination of state and regional planning activities & programs.	Closer relationship between the state govt. and the districts	State should recognize councils, abilities & utilize them to the fullest.	More direct support from the governor's office, relating to activities & programs coming from state agencies.	State personnel exchange program.
II A 14.	Coordination of agency & district programming is needed.	Should be instituted as soon as possible. Same as above!	_____	_____	State policy on districts is needed.	_____	Same as above.	_____	_____	_____

DISTRICT QUESTIONNAIRE
FINANCE & GENERAL SERVICES

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
I A 1.	Local funds, .15 per capita for member counties, pop. state funds, fed. grant & st., ARC, HUD, LEAP, Hwy safety, historic preservation.	Local funds, approx. 23.7% of total funds state funds-Dept. of Archives & History, Hwy, safety & st. brd. of health, fed. grant eda, leap, hud, pub. service (areas prog. FHA)	Local funds, 30¢ per capita. St. funds-st. board of health, hwy. safety. Fed. grants, hud, leap, historic preservation.	Local funds--State funds--Historic preservation, hwy. safety, fed. funds, hud, leap, health planning, mass transportation.	Local per capita assessments from mem. counties, st. funds, fed. grt. Duke endowment.	Local funds--.25¢ per capita from mem. counties, st. funds--fed. funds--comprehensive health prog. coastal plains, historic preservation, HUD, hwy. safety, leap	Local funds--st. funds st. board of health, dept. of archives & history, fed. funds-EDA, LEAP, HUD.	Local funds--St. & fed. funds, eda, leap, historic preservation, HUD, compre. health planning, coastal plains survey, hwy. safety.		Local funds--.30¢ per capita. st. & fed. funds-hwy. safety, compre. health planning, leap, historic preservation, coastal plains.
I A 2.	No	Fed. funds are constant only if no charges are made by congress.	Local & fed. sources are constant, st. sources are not.	No	No	Only county appropriations are constant.	No	Yes		Local, leap, hwy. safety.
I A 3.	Significant increases.	Significant increases	Only slight fluctuation upward.	Steady, upward fluctuation.	Steady upward fluctuation.	Steady upward trend.	Steady increase.	Steady upward trend		Slight upward trend.
I A 4.	Stabilization of revenues	Prediction not possible.	Funding stabilization in same source	No major changes anticipated.	Funding by FHA	Increased appropriations from all sources	Greater county & fed. contributions.	25-30% per year increase in funding during the next 5 yrs.		Possible qualification as EDA District
I A 5.	More st. & local support.	Increased fed. grant increased st. funds & support.	Greater contributions from fed. agencies, & new uses of revenue from current sources.	More st. financial assistance.	Additional st., local, & fed. funds, new revenue sources.	Increased local & st. & fed. funding.	Increased county funding, HEW funding, municipal participation on council.	a. intensifying planning activities both in scope & variety, b. increased local funding.		Qualification for EDA funds & qualification as a HUD 701, local planning agency.
I A 6.	Districts need to be less dependent on fed. funds, st. & local funds would be more meaningful if not earmarked	Districts need a stable & constant source of more adequate st. funds & a uniform reporting system for all fed. g.	Uncertainty of future funding sources.	None						
I B 1.	a. outline obj. for new fiscal yr., b. determine of person needed to implement objectives, c. analyze needed equipment & support costs d. allocate indirect costs using the A-87 method, e. submit budget to council, f. submit budget to grantee agencies.	a. project income, b. determine fixed expenses, c. project variable indirect expenses, d. determine ratio for distrib. of variable ind. exp. to ind. grants, e. submit budget to ex. bd. & then to bd. of dir.	note--the current budget was the 1st annual budget & was prepared by estim. projected revenues & expenses, the budget, after being prepared, was presented to the commission for approval & adoption.	Work program prepared by council, line item budget prepared by staff, proposed budget is reviewed by council & member governments	Ex. dir. estimates expenses & income for next fiscal year & presents his findings to the bd. of dir. for approval	a. bkcp. & ex. dir. draft budget, based on previous & project income & expenditures, b. ex. comm. & council review & approve budget, c. member counties & municipalities approve budget.	No set process, so far.	a. ind. programs are budgeted by determination of direct & ind. costs, b. ind. program budgets are then combined to form total budget.		No set process, so far.

DISTRICT QUESTIONNAIRE
FINANCE & GENERAL SERVICES

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
I B 2.	No	No	Yes, Executive Director	Yes, Ex. Director	Executive Director	No		Yes		Yes
I B 3.	Yes	Yes	Yes	Yes	Not yet	Yes	No	Yes		No
I B 4.	July 1 to June 30	July 1 to June 30	July 1 to June 30	July 1 to June 30	July 1 to June 30		July 1 to June 30	July 1 to June 30		July 1 to June 30
I B 5.	Now have all fed. g. programmed to same time cycle & now use A-87 Direct-Ind. cost allocation approach.	a. rescheduled fiscal year, b. changed to A-87 indirect cost allocation procedure, c. set up cost ledgers for each grant.	None	Budget fluctuate yr. to yr., no change in budgeting process.	None	Improved organization consistant with federaling process. & st. budget requirements. Improved method of controlling cash flow through the agency.	Dev. of formal budgeting process.	None		None
I B 6.		Advanced notice of allocations by st. agencies.	More St. assist. for dis in budgeting & financial matters.	Provide money.		Provide on a quarterly basis a simple review of fiscal procedures with approp. indiv. in the dist. office. establish a st.-dist. liason expert to coordinate cash flow activities.	Budgeting workshops & seminars, personal visits by budgeting experts.	None		Personal assistance by st. budgeting experts
I B 7.						Same as above		None		
I C 1.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
I C 2.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
I C 3.	No chart, but financial statements are prepared monthly.	Yes	No	No	No	Yes	Yes	Yes		Yes
I C 4.	No	No	Yes, currently, but this will be changed.	To a small degree.	Yes, because of reporting requirements under separate fed. grants.	No	No	No, except for control.		Yes
I C 5.	Yes	2, one for all dist. transactions, 1 specifically for grants.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
I C 6.	No	No	Yes, Executive dir.	Yes	No	Yes, bookkeeper	Yes	No		Yes
I C 7.	Yes	Yes, accountants office.	Yes	Yes	Yes	Yes	Yes	No		Yes
I C 8.	Yes	Yes	Yes	Yes	Yes	Yes, Invoices	No	Yes		Yes
I C 9.	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes		Yes

DISTRICT QUESTIONNAIRE
FINANCE & GENERAL SERVICES

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
I C 10.	Yes	Yes	Yes	Yes	No	Yes		Yes		Yes
I C 11.	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes		Yes
I C 12.	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes		Yes
I C 13.	Yes	Yes	Yes	Yes	No	No	No	Yes		Yes
I C 14.	No	Yes, monthly report to bd. of directors.	No	No	No	No	No	Not Yet		No
I C 15.	Yes	Yes, yes	Yes, no	Yes, no	Yes, no	Yes	Yes	Yes		Yes, yes
I C 16.	Yes	Not presently	No	No	No	No	No	No		No
I C 17.	Yes	Yes	No	No	No	No	No	Yes		No
I C 18.	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes		Yes
I C 19.	No	No, no	Yes, minor interest accruals, no	No, yes	No	No	No	No, no		No, yes
I C 20.	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes		Yes
I C 21.	Ex. dir. & bookkeeper	Accountant & ex. director	Executive Director	Bookkeeper	Executive director	Bookkeeper, Ex. Dir.	Executive Director	Fiscal officer		Executive Director & bookkeeper.
I C 22.	Done, but not by a formal process.	Yes	No	No	No	No, a standardized method at the st. level would be helpful.	No	Yes		Yes
I C 23.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes
I C 24.	Yes	Yes	Yes, in some areas	Yes	Yes	Yes	Yes	Yes		Yes
I C 25.	Monthly	Monthly	Only occasionally	Yes	Yes	Yes, monthly budget control sheet.	Yes	Yes		No
I C 26.			Newness of organization makes some of these questions difficult to answer.					None		
I D 1.	Yes	Yes		Yes	Yes, combination journal & ledger accounts.	Yes	Yes	Yes		Yes

DISTRICT QUESTIONNAIRE
FINANCE & GENERAL SERVICES

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
I D 2.	Yes	Yes	Deposited in full amount, but not necessarily on day of receipt.	No, all receipts by checks.	Yes	Deposits for full amt., but not on same day.	Yes	Yes	_____	Yes
I D 3.	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	_____	Yes
I D 4.	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	_____	Yes
I D 5.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	_____	Yes
I D 6.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	_____	Yes
I D 7.	Yes	Yes	No	Yes	Yes	Yes	No	Yes	_____	Yes
I D 8.	No	Yes	No	_____	Yes	No	No	Disbursements are made by voucher except for \$50.00 impress petty cash & fund.	_____	Yes
I D 9.	Any 2 of following, Ex. Dir., chairman, admin. assist., prog. Director.	Vouchers approved by ex. dir., checks signed by chairman of bd, ex. dir., or public safety dir.	Ex. dir. & 1 of 2 comm. members, or the 2 commission members.	Ex. dir. & either 1 of 2 members of the council.	Ex. dir. & co-signer appointed by bd. of dirs., in absence of either, bookkeeper can sign checks up to \$100.00.	No answer	2 of 3 designated employees.	Council chairman & Ex. Director,	_____	Ex. Dir. up to \$50. above \$50., ex. dir. & council treasurer
I D 10.	Ex. Dir. & Admin. assistant.	Accountant & Ex. Director.	Executive Director	Executive Director	Executive Director & Board of Directors.	Executive Director	Executive Director	Fiscal officer	_____	Executive Director bookkeeper.
I D 11.	_____	_____	_____	_____	_____	_____	_____	None	_____	St. Should provide auditing service for districts.
II A 1.	Yes	No, Ex. Dir. & accountant.	No, Ex. Director	Yes	Yes, administrative assistant	No, office manager	No	No, executive director.	_____	No, executive director.
II A 2.	Yes, council	Yes, Ex. director	No	Yes, Ex. director	No	Yes, purchases up to \$500. which won't overrun the budget account, can be authorized by ex. director otherwise, ex. comm. approval necessary.	No	Yes, council	_____	No
II A 3.	No	Yes	No	Yes	No, some but not all.	Yes	No	Yes, except for minor petty cash purchases.	_____	Yes, seller's form

DISTRICT QUESTIONNAIRE
FINANCE & GENERAL SERVICES

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
II A 4.	No	No, but such description would be necessary for large purchases.	No answer	Yes	Yes, on orders we issue purchase orders for.	Yes	No	Yes		No answer
II A 5.	Generally, all purchase orders, however purchases are occasionally made without purchase orders.	Small office supplies in amounts of under \$3.00.	No answer	Subscriptions(& renewals to subscriptions) to periodicals.	Purchases for office supplies ordered by phone or still picked up from local office supply company by administrative assist.	None		Minor disbursements from petty cash, (receipt serves as purchase order.)		Minor disbursement from petty cash, (receipt serves as purchase order.)
II A 6.	Not without approval	Yes	Yes, minor purchases under \$5.00.	Yes, only on emergency basis.	Yes	Yes	Yes	Yes		Yes
II A 7.	Yes	Yes	No answer	Yes	Yes	Yes	Yes	Yes		Yes
II A 8.	Administrative assist.	Accountant	The Ex. Secretary	Bookkeeper	Secretarial staff	Office manager	Executive Secretary	Secretary		Secretary
II A 9.	No	Yes	No	No	Yes	Yes, for most supplies.	No	Yes		No
II A 10.	Not signed for all obtained from one person.	There is open access to most office supplies.	No	Open access	All office supplies must be signed for.	Yes, (signed for.)	Open access	Supplies are made available on an "as needed" basis.		Open access
II A 11.								None		Some sort of central purchasing should be made available by state to all districts
II B 1.	1 floor of an office building.	Converted residence	Former bank bldg.	Office bldg.	Commercial office building.	Renovated doctor's office.	Bldg. constructed for nurses.	One full floor in an office building.		Renovated residence
II B 2.	Lease	In-kind donation from Greenwood Company.	Lease	Kent	Lease	Neither	Rent	Lease		Renovated residence
II B 3.	Yes	No, too small, & inefficiently arranged	Yes	Yes	Yes	No, spatially inadequate.	Yes	Yes, new facilities.		Yes, currently, but this won't last.
II B 4.	Yes	No, too small	Yes	Yes	Yes	No, facilities inadequate.	Yes	Yes, central location in region & city.		Yes, central location in region.
II B 5.	Included in rent.	Contracted janitorial services & county maintenance personnel.	Contracted janitorial service & maintenance by lessor.	Covered as part of lease.	Contracted as maintenance service.	Contracted maintenance.	Provide maintenance in lieu of rent.	Council provides janitorial & general maintenance of occupied space.		None currently, state performs minor maintenance chores.

DISTRICT QUESTIONNAIRE
FINANCE & GENERAL SERVICES

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
II B 6.	Included in rent.	7%	Only a small portion	3.75%	5%	Less than 1%	What is necessary	4.5%		
II B 7.		Relocation of dist. offices to well located & adequate facilities is in progress.						None		
II C 1.	Own two vehicles.	Leases one vehicle	Own one vehicle	Lease one vehicle	No	Own two vehicles	No	District owns		No
II C 2.	No	No	No	No	No	No	No	No		No
II C 3.	Yes, currently being prepared.	Leased vehicle scheduled for max. use.	No	No	No	No, but informal policy is that official vehicles are used for business purposes only.	No	Yes, vehicle utilization procedures.		No answer
II C 4.	No	No	Executive Director	No	No	Yes, Executive Director	No	No		No
II C 5.	Yes, in accordance with applicable fed. program provisions.	Yes, 9¢ or 10¢ per mile.	Yes, 10¢ per mile	Yes, 10¢ per mile	Yes, 10¢ per mile	Yes, 10¢ per mile	No	No		No
II C 6.	Yes	No	No	No		No		Transportation cost info. is examined monthly by ex. dir.		No, transportation cost reports are filed monthly.
II C 7.	Yes	District vehicle - no, private vehicles yes.	No, but this will be changed.	Yes	Yes	Some are	No	Yes		Yes
II C 8.	Local Ford dealer.	Local dealer from whom vehicle is leased.	Local dealer from whom vehicle purchased.	The lessor.		Gasoline bought from City of Sumter, other maintenance is responsibility of district.		Local private business firms.		No answer
II C 9.	No	Replacement normally after 24 mos.	No	2 years lease arrangements.	No	No	No	No, vehicles replaced when necessary.		No answer
II C 10.								None		

DISTRICT QUESTIONNAIRE
PERSONNEL ADMINISTRATION

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
I A 1.	9am - 5 pm (7 1/2 hrs)	8am-5pm(7 1/2 hrs)	8:30-5:00pm (7 1/2 hr)	8:30-5:00pm(7 1/2 hr)	8:30-5:00pm(8 hrs)	8:30-5:00pm(8 hrs)	8 hours	9:00-5:00pm (7 hrs)	9am-5?pm(7 hrs)	9am-5pm(35 hrs)
I A 2.	No	Var.-travel,wkend night meetings	No	No	No	Yes-based wk load	No	Yes-based wrk load	Yes-based wrk load	Yes-based wrk load
I A 3.	1/2 hour	one hour	one hour	one hour	1/2 hour	1/2 hour	45 minutes	one hour	one hour	one hour
I A 4.	No;only recept. has different meal time	Yes;between 12 noon & 2pm	Yes;no formal schedule	Yes;informally	Yes;secretaries	Yes;informally	Yes;between 12 noon & 2pm	Yes;between 12 noon & 2pm	Yes;non-professional	Yes;secretaries
I A 5.	Informal, 2brk-policy	2 10 min. breaks	No formal policy	2 10 min. breaks	2 10 min. breaks	2 15 min. breaks	Yes;2 15 min. breaks	Yes;varies	Yes; 2 20min. breaks	No
I A 6.	No	No	No	No	No	No	No	No	No	No
I A 7.	Maintained by each emp & sub to superv.	Maintained by each emp & cert. by ex dir.	Time sheets	Indiv. time sheets	Indiv. time sheets	Personnel records	No specific method	Notations in personnel folder	Time sheets	Time sheets
I A 8.	No	No	No	No	No	No	No	Yes	No	Yes;near proj. outda
I B 1.	Mon-Fri (37 1/2 hrs)	Mon-Fri (37 1/2 hrs)	Mon-Fri (37 1/2 hrs)	Mon-Fri (37 1/2 hrs)	Mon-Fri (40 hrs)	Mon-Fri (40 hrs)	Mon-Fri (40 hrs)	Mon-Fri (35 hrs)	Mon-Fri (35 hrs)	Mon-Fri (35 hrs)
I B 2.	No	Yes;due to travel & after hr. meetings	No	No	No	Yes;prof. staff comt. & work load	No	Yes;varies wrk load	No	Yes;varies wrk load
I C 1.	No	Not formally	No answer	No	No	No	No	No	No	No
I C 2.	No answer	Varies	No answer	No answer	No answer	No answer	No answer	No answer	No answer	No answer
I C 3.	No answer	If necessary	No answer	No answer	No answer	No answer	No answer	No answer	No answer	No answer
I C 4.	No answer	No answer	No answer	No answer	No answer	No answer	No answer	No answer	No answer	No answer
I C 5.	Yes;yes	Yes;yes	Yes;yes	Yes;yes	Yes;yes	Yes;yes	Yes;yes	Yes;yes	Yes;yes	Yes;yes
II A 1.	Yes;compensatory time	Yes;compensatory time	Yes;compensatory time	Yes;compensatory time	No	Yes;compensatory time	No	Yes;compensatory time	Yes;compensatory time	No
II A 2.	Hour for hour	No ratio	No answer	No answer	No answer	No answer	No answer	No formal method	Hour for hour	No answer
II A 3.	All employees	None for overtime pay	No one	No answer	No answer	Full staff	No answer	Everyone	All employees	No answer
II A 4.	Yes, near project outdates	Yes, near year-end cls of bks & grants	No	No answer	No answer	No	No answer	No	No	No answer
II A 5.	Yes	Yes	Yes	No answer	Yes	Yes	Yes	Yes	Yes	No answer
II A 6.	1/2 hr. minimum	No set schedule	No answer	No answer	No answer	Varies	No answer	No set number	Minimum of 1 hour	No answer
II B 1.	No answer	No answer	No answer	No answer	No answer	No	No answer	No answer	No answer	No answer

DISTRICT QUESTIONNAIRE (CONT)
PERSONNEL ADMINISTRATION

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
II B 2.	a. No formal limit; informal limit, within 1 mth; b. yes; c. n/a d. yes, 1 day/mth	a. No formal limit; b. Only as designated by Ex. Dir. c. No d. Yes	a. No formal policy; b. at least 1/2 day; c. n/a d. no policy	No answer	No answer	a. Discretion of Ex. Dir. b. No c. Yes, d. Yes	No policy - discretionary with ex. Dir.	a. Discretion of Ex. Dir. b. Yes, c. Yes, d. Yes	a. none, b. min. of 1 hour, c. n/a, d. yes	No answer
III A 1.	1 day per mo. full time emp; none for part time emp.	full-time emp. - 1/2 day per mo for 1st yr; thereafter, 1 day per mo. Part-time emp. - no annual lev	full-time 5/6 day per mo 1st 5 yrs; thereafter 1/4 days per mo Part-time - none	Full-time emp. 1 day per mo part-time - none	Full-time 1/2 day 1st yr. thereafter 1 day per mo. Part-time - none	1/2 day per mo 1st yr, 1 day per mo thereafter. Part-time - none	Full-time - 1 day per part-time - none	Full-time - 1 day per mo (up to 10 days 1st 5 yrs. Part-time - none	Full-time - 1 day per mo. Part-time - none	Full-time - 1 day per Part-time - none
III A 2.	No	Yes	Yes	No	Yes	No	Yes	No	Yes	Yes
III A 3.	Yes, to max. 24 days	Yes, to max. 30 days	Yes, to max. 30 days	Yes, to max. 10 days	Yes, to max. 30 days	Annual lev. - not carried over	Yes, 30 days	Yes, to max. 24 days	Yes, to max. 25 days	Yes, 24 days
III A 4.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
III A 5.	All per. emp.; no set limit	Yes, determ. by Ex. Dir. for all full-time employee	No stated policy	At discretion of Ex. Director	No	At Discretion of Ex. Director	No set policy	At discretion of Ex. Director	No	No
III A 6.	No set policy; supervisor's Discretion	Approval of Ex. dir. Necessary	No stated policy	Discretion of Ex. Dir.	Discretion of ex. Dir.	Leave schedule used	No set policy	Only 1 sec. at time-seniority. Only 2 profess. at time-sen. One year	Discretion of ex. Dir.	No answer
III A 7.	One month	No set rule	Six months	All annual leave must be accrued	Long enough to accrue annual leave	Six months	No set policy		One year	One month
III A 8.	No answer	No answer	No answer	No answer	No answer	No answer	No answer	No answer	None	No answer
III A 9.	24 days	30 days	30 days	10 days	30 days	5 days, 1st yr. 10 days thereafter	30 days	24 days	25 days	No policy
III A 10.	1/2 hour	One day	One day	One day	1/2 day	One day	1/2 day	One day	One day	No policy
III B 1.	1 1/4 days per mo	One day per mo	5/6 days per mo; 60 days maximum	One day per mo; 30 days maximum	One day per mo	No answer	One day per mo	One day per mo, not to exceed 60 days per year	Full-time - one day per mo, part-time 1 day per 23 wrkg. days	One day per month
III B 2.	1/2 hour	One day	One day	One day	One - half day	One-half day	One-half day	One day	One-half day	No policy
III B 3.	Direct notification of Supervisor if possible	Direct notification of Supervisor if possible	Direct notification of Supervisor if possible	Direct notification of Supervisor if possible	Direct notification of Administrative Assistant	Sick leave request form	Direct notification of supervisor	Direct notification of supervisor	Direct notification of supervisor, if possible	Direct notification of supervisor

DISTRICT QUESTIONNAIRE (Cont.)
PERSONNEL ADMINISTRATION

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
III B 4.	Ex. Dir. may grant	Ex. Dir. may grant	No policy, but could be granted for unusual circumstances	Ex. Committee may grant	Ex. Dir. may grant	No policy	Ex. Dir. may grant	Special arrangements can be made	Max. 30 days in extreme cases	No policy
III B 5.	Illness, injury, med. appt., & in conj. with emer. leave	Illness, emp. or illness (Or death) in emp.'s imm. family	Illness, emp. or illness (Or death) in emp.'s imm. family	Illness, emp. or illness (Or death) in emp.'s imm. family	Illness, emp. or illness (Or death) in emp.'s imm. family	Illness, emp. or illness (Or death) in emp.'s imm. family	Illness, emp. or illness (Or death) in emp.'s imm. family	Illness, emp. or illness (Or death) in emp.'s imm. family	Any med. or death or illness in imm. family	No answer
III B 6.	Only at sup. request	Not required	No policy	No policy	Dr.'s excuse may be required	No policy	Dr.'s excuse may be required	None	Dr.'s excuse (Certificate) required after three days	No policy
III B 7.	No answer	No sick leave benefits for part-time emp.	No policy	No policy	No answer	None	No policy	No answer	1 day sick leave per 184 hrs. worked	No answer
III B 8.	No	Can be sub. for annual leave-app. of Ex. dir.	No	No	No	None	No policy	No	No	No policy
III B 9.	No adv. leave for extended illness	Special arrangements can be made	Special arrangements can be made	Special arrangements can be made	Special arrangements can be made	Special arrangements can be made	Special arrangements can be made	Special arrangements can be made	Regular sick leave policies	No policy
III C 1.	No answer	At disc. of Ex. Dir.	No	No	No	Disc. of Ex. Director	No	Such leave can be granted	No	Such leave can be granted
III C 2.	No answer	Min. & Max. units vary	No answer	No answer	No answer	None	No answer	At disc. of Ex. Dir.	No answer	No policy
III C 3.	No answer	At disc. of Ex. Dir.	No answer	No answer	No answer	None	No answer	At disc. of Ex. Dir.	No answer	No policy
III D 1.	Yes	Such leave granted if emp. has legit. reason	No	No	Handled on indiv. basis	No	No set policy	No	Yes	No
III D 2.	a. No, b. yes, 90 days, c. yes, d. no, e. no.	a. yes, on sht. term basis only, b. yes, c. yes, d. & e. dis. Ex. dir.	No policies	a. - d. blank, e. Ex. Dir. grant leave without pay for persl reason	No answer	No answer	No answer	a. n/a, b. to 90 days maternity leave, c-e. disc. of bd. of directors.	a. no, b. yes, not to exceed 6 mo.'s, c-e. no	No policy
III D 3.	Yes-at former position	Yes-at former position	No policy	No policy	No answer	No answer	No answer	reinstated at old post. if return is within 90 days	Unless a prior agreement made, return is to whatever available	No policy
III D 4.	Maternity-90 days, ext. 1 yr. after illness	Such limits vary with circumstances	No answer	No policy	No answer	No answer	No answer	At disc. of Ex. Dir.	Maternity leave - 6 months	No policy
III D 5.	No	No	No	No	No answer	No answer	No answer	Yes, for unauthorized leave, at dis. of dir.	Disciplinary suspension without pay for up to 15 days	No policy
III E 1.	No policy	Would depend on cir.	No policy	No policy	No policy	Such leave can grant	No policy	No policy	Reinstatement requires notice at least 90 days prior to military separ.	No policy

DISTRICT QUESTIONNAIRE (Cont.)
PERSONNEL ADMINISTRATION

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
III E 2.	15 days with payment of differential	Such leave granted with payment of diff.	Such leave granted with payment of diff.	Such leave granted with payment of diff.	Such leave granted	Such leave granted with payment of diff.	Up to 15 days full pay	Such leave granted	2 weeks annually	No policy
III E 3.	Treated as leave without pay	Same as above	Same as above	Same as above	Same as above	Same as above	Such leave granted with payment of diff.	Such leave granted	None	No policy
III F 1.	Leave is granted for jury duty, payment of diff. is authorized	Leave with pay authorized	Leave with pay authorized such leave is not counted as annual leave	Leave with pay authorized such leave is not counted as annual leave	Leave with pay authorized	Leave with pay authorized	Leave with pay authorized	Leave granted jury duty	Leave with pay authorized	No policy
III F 2.	Yes, sick leave	Yes, annual lea. & sick leave	Yes, sick leave	Vary with circumstances	No policy	Yes	No policy	Yes	Yes	No policy
III F 3.	Time charged annual leave	Time charged annual leave	No policy	No policy	No policy	Normally, charged to annual leave	Based on discretion of Executive Director	Charged as annual leave	Annual leave or compensatory time	No policy
III G 1.	Yes	Yes	Yes, Ex. Director	Yes, records kept sec-bk & all leave request forms. Ex. Dir.	Yes, bk & time clerk	Yes, office manager & Ex. Director	No, leave requests made verbally	Yes	Yes	No, leave requests made verbally
III G 2.	All records by bk & p.	Comprehensive emp. record	One sec. keeps time sheet	Sick leave - call in & time sheet, annual leave - request forms	Time kept by emp., recorded by bk & p. & approved by Ex. Dir.	Personnel files maintained by office manager	Maintained by Ex. Dir.	Maintained by Administrative Assistant, & approved by Ex. Dir.	Submitted to & recorded by Char. County Finance Department	Secretary maintains all leave records
III G 3.	Yes, to section dir.	No	No	No	No	No	No	No	Leave must be approved by immed. sup. & Dir.	Yes, to secretary
III G 4.	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	No
III G 5.	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes, time sheets
III G 6.	Personnel rules & reg. & initial briefing of new employees	Semi-annual leave reports given to emp.	Written operating policies, & verbal exp.	Verbal explanations	Written policies	Written policies & verbal explanations	Written policies	In the operating policies & procedures	Employee's handbook	No answer
IV A.	No	No	No	No	No written system	No	No	No	Yes	No
IV B.	No answer	Annually	No policy	No answer	Annually or semi-annually	Semi-annually or annually	No answer	At random	Annually	No answer
IV C.	No answer	Yes	No	No answer	Yes	Yes	No answer	Yes	Yes	No answer
IV D.	No answer	Yes	No	No answer	By board of Dir. & Ex. Director	Not formally	No answer	No	No	No answer
V A.	No formal system	No	No	No	Compensation & advancement by merit	No	No	No	Yes, all positions as to categories by grade & step regular annual increase of one step	No

DISTRICT QUESTIONNAIRE (Cont.)
PERSONNEL ADMINISTRATION

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
A 1.	TAB, grapevine, local newspapers, professional conferences	Advertising in newspapers & periodicals, filed emp. application	Informal referrals from private parties & From schools	Advertisements, personal contacts	ASPO Advertisements personal contacts	Personal contacts, outside referrals	Advertising & solicitation	Mass media, word of mouth	Advertising, mainly	Personal contact, word of mouth
B 1.	No	Executive Director	No	No	No	No	No	No	No	No
B 2.	Yes	No	No	No	No	Yes	No	No	No answer	No
B 3.	Varies with position to be filed	By Executive Director	No answer	By Ex. Dir. in Consultation with appropriate staff & others	No answer	Based on work load	No answer	All emp. hired by Ex. Director	No answer	All emp. hired by Ex. Director
C 1.	For sec. only, by Ex. Dir. in office	Interview professional test secretaries	None	None	Secretaries	None	None	Secretarial tests, by administrative asst.	Clerical tests only, by Charleston C. P. D.	Clerical tests only
C 2.	Considerable weight	Results are considered	No answer	No answer	Little weight	No answer	No answer	More than half the determining factor in dependent upon tests	Min. requirements must be met if applicant is to be considered	Results are considered
C 3.	No	No	No	No	No	No	No	No	No	No
D 1.	Standard form for sec. only, resumes used for professional emp.	Yes	Yes	Yes	No, but with resume required	Yes	No	Yes	Yes	No
D 2.	None	Resume & recommendations	None	None	None	None	Bond is required for certain emp. authorized to sign checks	Credit check	None - other than standard employment forms	Ex. Dir. & Commission Treasurer are bonded
E 1.	No	No formal policy	No stated policy	No	Yes	No	No	No	No	No answer
E 2.	Capability & performance	By tenure & Performance	On basis of performance	Qualification & performance	On merit & performance	Job performance & staff needs	Limited staff prohibits promotion	Ability	Performance	No answer
F 1.	No provisions	No answer	No answer	No answer	No answer	Written operations policy	No policy	No answer	Transfers require supervisor's approval	No answer
F 2.	No answer	No answer	No answer	No answer	No answer	Yes	No policy	No answer	Yes	No answer
G 1.	No	No	No	No	No	No	No	No	No	No
G 2.	No	No	No	No	No	No	No	No	Yes, laborers, etc.	No
G 3.	Will hire	Will hire.	No	No	No	No	No	No	No	Will hire
G 4.	Never checked	May effect employment	Minor traffic violations - no	Yes	No	Yes	Yes	Yes	Yes	No answer

DISTRICT QUESTIONNAIRE (Cont.)
PERSONNEL ADMINISTRATION

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
VI H 1.	Same as for full-time employees	Same as for full-time employees	Same as for full-time employees	Location, interview, screening, hiring	Hired as needed	Personal contact or outside reference	Utilized when necessary	Based on ability	Same as for other employees	Same as for other employees
VI I 1.	Hospitalization & life insurance benefits, FICA	Hospitalization & life insurance benefits	Hospitalization, life insurance, workmens compensation & s. sec.	Health Ins., workman comp., soc. sec., pre-retirement, death	Group Ins., soc. sec., Workmans comp.	Health Ins., Social Security	Social security, health insurance	Health, dues for membership in professional organizations	Life & health Ins., workmans comp., credit union	None
VI I 2.	All full-time emp.	All full-time emp.	All full-time emp.	All full-time emp.	All full-time emp. All.	All	All	All employees	All permanent emp.	No answer
VI J 1.	Annual leave, sick leave	Resumes, applications, recomm., time -leave records, pay increase, newsclippings.	Leave & pay records, Insurance records, personal file.	None	Monthly work report, Annual & sick leave records.	Time sheets, annual & sick leave records, performance appraisals.	None	Leave, & special or unusual situations	Leave records, promotion, transfer, & pay increases.	Work reports
VI J 2.	No	No	No	No	No	No	No	Yes	No	Yes
VI J 3.	No answer	No answer	No answer	No answer	No	No	No policy	Yes	No answer	No policy
VII A 1.	No	Employee must confer with Ex. Director	No	No	Yes	Yes	No	No	Yes	No
VII A 2.	No answer	Yes	No	No answer	Yes	Yes	No answer	No answer	Yes	No answer
VII A 3.	No answer	Ex. Dir. confers emp.	Varies with situation	No answer	Con. with Ex. Dir. & or Ex. Committee	Warning, reprimand, resignation, dismissal	No answer	Reprimand or dismissal	Reprimand, suspension, dismissal	Conference with Ex. Director
VII A 4.	No answer	Reprimand or Eventual termination	Varies with situation	Conference with Ex. Director, dismissal	Varies with situation	_____	Dismissal	Depends on circumstances	Discretionary to department head	No policy
VII B 1.	1st line supervisor & higher authority	Only partially (ie, reference to Ex. Dir.)	No answer	Recommends to higher authority	Recommends to Ex. Director	Ex. Director has full responsibility	No answer	Recommend to higher authority	Department head	Recommend to higher authority
VII B 2.	Executive Director	Executive Director	No answer	Executive Director	_____	Executive Director	Executive Director	Executive Director	Department Head	Executive Director
VIII A 1.	No	Reference to Ex. Dir.	Reference to Ex. Dir.	No	Yes, Ex. Committee	Yes	No	No	Yes	No
VIII B.	Emp. confers with Sec. dir. or Ex. Director	Ex. Dir. confers with employee(s)	Varies with situation	No answer	_____	Aggrieved emp. is afforded a hearing before Ex. Dir. & Special Grievance Committee.	Employee confers with Executive Committee.	No answer	Grievance goes to immediate supervisor, then to dept. head, county manager, then to county council.	No answer
VIII C.	Yes	Yes	Yes	No answer	Yes	Yes	No answer	No answer	Yes	No answer
VIII D.	No	No	No	No answer	Varies with situation	Given in writing & filed in employee personal file	No answer	No answer	Yes, when appeal taken to county manager or county council	No answer

DISTRICT QUESTIONNAIRE (Cont.)
PERSONNEL ADMINISTRATION

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
III E.	No	No	No	No answer		Yes	No answer	No answer		Yes
X A.	No	Optional courses at Piedmont Tec	No	Not as formal programs	Mainly in-service training	No	No	Emp. are encouraged to participate in prof. beneficial programs.	No	Yes
X B.	No answer	On-the-job training	On-the-job training	Informal wkly. discus.		No answer	No answer	Econ. dev. programming, LEA programming	None	Programs concerning the particular function for which a person is hired
X C.	No answer	Experienced staff assist new staff	No answer	No answer		No answer	No answer	By universities	No answer	By executive director
X D.	No answer	No answer	No answer	Anyone interested		No answer	No answer	Areas of work	No answer	No answer
X E.	No answer	No answer	No answer	Not evaluated		No answer	No answer	Very good	No answer	No answer
X F.	No answer	Management & special staff training needed.	No answer			No answer	No answer	More programs in various areas	No answer	No answer
X G.	No answer	Lack of training opportunity	No answer			Current wrk load does not permit time for employee up-grading on a formal basis.	No answer		No answer	Having to train persons with no experience.
X A.	Yes, dismissal: 2 wks adv. notice or severance pay equivalent to 10 working days, resignation: 2 wks. adv. notice	Yes: 2 wks. advance notice or severance pay.	Yes: 2 wks advance notice or severance pay.	Yes, 2 wks advance notice or severance pay.	Yes, 2 wks. advance notice.	Yes, 2 wks. advance notice or severance pay.	Yes, 2 wks. advance notice or severance pay.	Yes, 2 wks. advance notice or severance pay.	Yes, two wks. notice	No policy
X B.	Dismissal: when without notice, pay equivalent to ten working days & vacation benefits earned, resignation: all salary & vacation benefits earned	Severance pay equivalent to 2 wks regular comp. is pd. on last day of duty.	When dismissal is with out notice, severance pay equal to 2 wks regular compensation.	When dismissal is with out notice, severance pay equal to 2 wks regular compensation.	If 2 wks notice is given emp. is paid for accrued annual leave	When dismissal is without notice, severance pay equal to 2 wks regular compensation.	When dismissal is without notice, severance pay equal to 2 wks regular compensation, in any event, accrued annual leave to 30 days	If no notice, severance pay equal to 2 wks regular compensation	Severance pay, plus accrued annual leave	No policy
X C.	No	Yes, but no basis for evaluation.	No	No, not as a formal procedure.	Yes, fair results.	No answer	No	Yes, not very productive	No	No policy
X D.	10%, no	7 of 20 persons since 1968. maternity, better job, dismissal, retirement. (*1,4,1,1.)	None	Not computed	High, only original employee is Ex. Dir. others left for better jobs.	No answer	Only one emp. has resigned.	28%	25%	No policy
XI A.	Over \$125. per wk., 30% in time support functions.	Application of reg. of the act itself.	No answer	No answer	No answer	No answer	No answer	No answer	No answer	No answer

DISTRICT QUESTIONNAIRE (CONT)
PERSONNEL ADMINISTRATION

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
XI A 2.	No	Yes	No answer	No answer	No answer	No answer	No answer	No answer	No answer	No answer
XI B 1.	Time sheets	Time records	No answer	No answer	No answer	Time sheets, & payroll card	No answer	No answer	No answer	No answer
XI B 2.	Time sheets	Time records	No answer	No answer	No answer	No answer	No answer	No answer	No answer	No answer
XI B 3.	Central File	Central File	Central File	No answer	No answer	By each department	No answer	No answer	No answer	No answer
XI B 4.	Indefinitely	Five years	2/3 yrs.	No answer	No answer	Three Years	No answer	No answer	No answer	No answer
XI B 5.	No	Yes	No	No answer	No answer	Yes	No answer	No answer	No answer	No answer
XI C 1.	Time sheets are kept by each emp., approved by the supr. & given to the bookkeeper.	Daily time records kept by the month.	Time sheets	No answer	No answer	Individual emp. time sheets.	No set policy	No answer	Time sheets	No answer
XI C 2.	By pay period	Monthly	Monthly (pay period)	No answer	No answer	By pay period	No set policy	No answer	By pay period	No answer
XII A 1.	No; compensatory time off is allowed	No; fringe benefits, travel pay & Per diem pay are allowed.	Yes	Yes	No answer	Yes	Yes	No answer	Yes	No answer
XII A 2.	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No answer	Yes	No answer
XII B 1.	No	No		No answer	No	No answer	No policy	No answer	No	No policy
XII B 2.	No answer	No answer		No answer		No answer	No policy	No answer		
XII C 1.	No	Travel & per diem pay	No	No	No	No	No policy	No	No	Yes
XII C 2.	No answer	Reimbursement for expenses.	No answer	No answer		No answer	No policy	No answer		"out of pocket" equipment purchases by pers
XII C 3.	No answer	Certified expense vouchers	No answer	No answer		No answer	No policy	No answer		
XIII A 1.	Yes	Yes, full compliance	Yes	Yes	Yes	No formal policy, no discrimination.	No, other than meeting federal requirement	Yes	Yes	No stated policy
XIII A 2.	Personnel rules & reg. also posted in lounge room.	Direct notification	No, no need to publicize it, compliance is required.	By following the policy in practice.	Direct notification			On bulletin board, in by laws, & in advertisements new employees.	Stated in all job advertisements.	No policy
XIII A 3.	Contact with minority group members to get referrals & applicants	Min. group mem. on the board & school district compliance as prerequisite to Public Service Careers P.	There has been no discrimination.	Nothing extraordinary	Ordinary measures.	Min. mem. on reg. comm.		Efforts to add min. group mem. to staff.	All positions are open to all applicants.	Min. staff & commission members.

DISTRICT QUESTIONNAIRE (Cont.)
PERSONNEL ADMINISTRATION

Question	D - 1	D - 2	D - 3	D - 4	D - 5	D - 6	D - 7	D - 8	D - 9	D - 10
XIV A 1.	Weekly	Weekly	Yes, bi-weekly	Weekly	Weekly	Regular	Irregular	Regular	Irregular	No policy
XIV A 2.	2 sessions, 1 for all staff mem. to discuss admin problems & 1 for professional staff to communicate & coordinate activities.	Each staff member submits a report & verbally discusses his project, schedule & Problems for the past & new wks.	Professional staff attends the meetings.	All emp. except clerical.	General program & policy discussions involving entire staff.	Regular meetings for professionals staff, non-pro. included on irregular basis.	Varies	Discussion of past & future wks work, all staff members attend.	Varies	No answer
XIV B 1.	Yes	Yes	Yes, commission operating Policies	No	No	Yes, Commission operating policies.	No	Yes	Yes	No
XIV B 2.	No	Yes	Yes	No answer		Yes	No answer	Yes	Yes	No answer
XIV B 3.	Yes	Yes	Yes	No answer		Yes	No answer	Yes	Yes	No answer
XIV B 4.	Yes	Yes	Yes	No answer		Yes	No answer		Yes	No answer
XIV C 1.	Yes, yes	Yes, yes	No	No	No	Yes, yes	System being established.	Yes, yes	No	Yes
XIV C 2.	Pertinant news items & internal staff data.	All information concerning announcements, changes, etc.	No answer	No answer		News releases, special notices, etc.	No policy yet.	Information pertinent to the goals & personnel of the organiz.	No answer	
XIV C 3.	Yes	Yes, a secretary	No answer	No answer		Yes, office members	No policy yet	Yes	No answer	
XIV D 1.	No	No	No answer	No	No	Yes	No	No	Yes	Yes
XIV E 1.	Memoranda distributed to all employees.	Regular circulation route.	Regular circulation route.	Both	Regular circulation.	Inter-office memoranda are not used.	No policy	Circulation route.	Blanketed.	No answer
XIV E 2.	Yes	Yes	No	No	No	No answer	No policy	Yes	No answer	No answer